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ABSTRACT

The Administrative Task Force on a 4-day work week at California State University in Los Angeles was charged with the following responsibilities: (1) To make an indepth study of the "literature" of experience of other universities, a survey of staff, faculty, and students if required, and other activities that will result in setting up a list of favorable and unfavorable attributes of the 4-day work week for a campus; (2) if deemed feasible, to set up a limited pilot plan; (3) evaluate the results of the pilot operation; and (4) make a final recommendation for policy regarding the 4-day work week, including bugetary matters. Academic and support officers in the university were canvassed for interest in participating in the project. A questionnaire was used as the survey instrument. Preliminary analysis of the data indicated a high degree of support for voluntary participation in the 4/40 work plan both from those working under the plan and those not on the plan but working in the same offices. Other advantages of the plan include: reduced driving problems, easier parking, reduction in fixed expenses such as lunch, morale improvement, increased productivity and work efficiency, and reduced costs to the state. (Author/PG)

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ADMINISTRATIVE TASK FORCE

ON THE

FOUR DAY WORK WEEK

FINAL REPORT

JANUARY, 1974

U.S. DEPARTMENT OF HEALTH
EDUCATION & WELFARE
NATIONAL INSTITUTE OF
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CALIFORNIA STATE UNIVERSITY, LOS ANGELES

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ADMINISTRATIVE TASK FORCE ON A 4 DAY WORK WEEK

INTRODUCTION

Official interest in the 4 day work week at Cal State Los Angeles began at least as early as Fall, 1970. In a memorandum dated October 12, 1970, John P. Carey, Business Manager, called the attention of the Acting Vice President for Business Affairs to "the beginnings of a trend in some sectors toward a 4 day work week." He suggested certain offices and operations where a 10 hour 4 day work week might advantageously be implemented, and recommended further study of the concept. Interest grew to the point where President John A. Greenlee, on June 13, 1972, established the Administrative Task Force On A 4 Day Work Week. The nine member task force included representatives of major faculty, staff, and student agencies in the University community. It was charged with these responsibilities:

1. make an in-depth study of the "literature" of experience of other universities, a survey of staff, faculty and students if required, and other activities which will result in setting up a list of favorable and unfavorable attributes of the 4 day work week for a campus;
2. if deemed feasible, then set up limited pilot(s);
3. evaluate results of the pilot(s) operations;
4. make a final recommendation for policy regarding the 4 day work week, including budgetary matters."

Goals for the completion of each step were suggested which, if met, would provide data for 1974/75 budget submissions.

The task force first met early in July, 1972. Most task force members initially knew little or nothing about the 4/40 work week, but a substantial file of information compiled by Ernie Gough of the Vice President's office was of great help in providing basic information about the concept. In addition to this familiarization, principal effort during summer and fall

quarters was devoted to a literature search, contacting other agencies regarding their experiences with the 4/40 work week, and developing a staff questionnaire of attitudes and interests in the 4/40 plan.

Interest throughout the State in variable work week schedules was such that in September, 1972, the Governor's Office issued a management bulletin authorizing variable work week schedules in situations where a cost benefit to the State could be demonstrated. On October 31, the California State Personnel Board provided guidelines to State agencies for handling holidays, overtime, vacation time, sick leave, and rest periods during 4/40 or other variable work week schedules. These enabling and definitive memoranda combined with the potential benefits suggested by the literature and contacts with other agencies indicated to the task force the feasibility of establishing 4/40 programs at Cal State Los Angeles on a pilot basis. At the end of fall quarter, 1972, the task force reported to the President its completion of step 1 and its desire to establish pilot programs. The list of advantages and disadvantages to the 4 day work week, part of that report, is found in Appendix A.

The task force decided not to impose a fixed experimental model on any office desiring to establish a pilot program. Several considerations led to this decision. First, it was felt that a variety of offices of different size and function should participate in the experiment; a fixed model would limit the possibility of adapting to the unique needs of an office and its clientele. Second, the literature suggested that success of the 4/40 plan rests upon careful planning and full cooperation and knowledge of all personnel. It was felt that each office desiring to participate should not only exhibit its interest by carefully planning

its own unique mode of operation, but should also indicate why it wanted to participate, and suggest anticipated cost or service advantages to its clientele and/or to the State. Third, experimental programs were acceptable to the task force only if based on voluntary participation; imposition of a fixed plan might significantly reduce such participation.

Academic and support offices in the University were canvassed for interest in participating in the project. A semi-structured interview was used during this effort, to assure that supervisors knew enough about the 4/40 work week upon which to reach a preliminary decision. Each area interested in participating was expected to prepare a proposal in accordance with guidelines prepared by the task force. The guidelines established certain basic criteria such as voluntary participation, maintenance of regular service hours (or more), adherence to State Personnel Board guidelines, minimal length of pilot programs (12 weeks), and notification of changes in working hours to Campus Police. Proposal guidelines also specified descriptive data to be included: proposed work schedules, plan for supervision, service hours, work schedules during weeks with regularly scheduled holidays, plans for data collection and evaluation of the pilot program, etc. Each task force member adopted the role of advisor to offices developing proposals for pilot programs. Each proposal was reviewed by the task force, and when approved, submitted to the President. Each plan was reviewed carefully by the President in a conference which included the task force chairman, one or more supervisors in the area desiring pilot participation, and often the Vice President or the Business Manager. Proposals were reviewed and approved at various times from early winter quarter through the middle of spring quarter. Scheduled termination dates

varied from the end of spring quarter through the end of summer quarter. In June the task force requested a termination date of August 31 for all offices so as to provide a uniform termination date and a better data base. Following analysis of preliminary data collected at the end of spring quarter, participating offices were allowed to continue the 4/40 plan to December 31, 1973. This extension was not considered by the task force as an extension of the experimental period, but rather an authorization to continue voluntarily without interruption a mode of operation certain to be recommended in general, pending only possible modifications suggested by further data analysis.

Table 1 lists the offices that participated in the pilot program. Two school level offices, four academic department offices, and a variety of business, academic support, and student affairs offices participated in the experiment. Also listed are the initial experimental period (extended to August 31 for all but Audio-Visual), the termination date if any (dates after August 31 are officially post-experimental but are listed because of their treatment in the analysis), and the number of personnel on or off the 4/40 work week in these offices. Three proposals for pilot programs, including two from academic departments, were not accepted by the task force and the President. It should be noted that while a variety of offices of varying size and function participated in the experiment, they may not be representative of all offices on campus; generalizations beyond the sample should be made with caution.

TABLE 1

<u>Office</u>	<u>Initial Experimental Period</u>	<u>Terminated</u>	<u>Personnel</u>		<u>Total</u>
			<u>On 4/1/0</u>	<u>Off 4/40</u>	
Adm. & Records	Winter Qtr-Spring 1973		45	29	74
Central Duplicating	Mar 5 - August 31		7	6*	13
Communications	Mar 5 - August 31	Sept. 17	4	1	5
Purchasing	Mar 5 - August 31	Oct. 17	6	1	7
Personnel	Mar 5 - August 31		12	5	17
Cashier	Mar 14 - August 31		7	0	7
Audio Visual	Mar 26 - June 29	June 29	5	8	13
Dean, Fine & AppArts	Apr 2 - June 29	Sept. 18	5	4*	9
Music Dept.	Apr 2 - June 29		3	6	9
Art Dept.	Apr 2 - June 29		5	5*	10
Grad Studies-Educ	Apr 2 - June 29		2	2	4
EOP	May 14 - Aug 31		9	1	10
Biology Dept.	May 14 - Aug 31		1	3*	4
Sch Adm&Supv Dept.	May 14 - Aug 31		<u>2</u>	<u>0</u>	<u>2</u>
			113	71	184

* Includes Student Assistants (12 total)

During winter and spring quarters plans for data collection were developed. In the guidelines for pilot program proposals, participants were requested to define the types of data they would collect. It was assumed that the same kind of data would not be obtainable in each office because of their differing functions; while quantitative data were desired wherever possible, qualitative data were expected in most cases. A list of areas of concern to the task force was developed, which included examples of kinds of data which might be desirable where applicable to the particular office. These data were formally requested of the supervisors at the end of spring quarter. A staff questionnaire was also developed and administered at the end of spring quarter to all staff in participating offices, including those on and not on 4/40. The task force had planned originally to administer a questionnaire at the beginning of the experiment (before anyone had actually worked on 4/40) and re-administer it at the end, but had abandoned this plan for several reasons. Comparative attitudinal data, where the first sampling was largely from uninformed subjects, did not seem important to the purpose of the experiment; also, there was some concern that the initial administration could adversely influence attitudes and affect participation in the experiment. The kinds of information which might be desired before or after the experimental period seemed so different as to preclude repeat administration of any questionnaire in toto. Thus a single instrument was developed to collect attitudinal data at the end of the experiment. However, several offices used early versions of the questionnaire in assessing the level of interest in their area for developing a 4/40 proposal. These data were useful to each office in this respect, and to the task force in its developing plans; however, their

analyses are not included in this report. A sample of the final staff questionnaire and the request for data from each supervisor is found in the Appendices D and E.

Preliminary analysis of the data indicated a high degree of support for voluntary participation in the 4/40 work plan both from those working under the plan and those not on the plan but working in the same offices. Because of this earlier level of support and the continuing informal positive reports given to task force members, it was felt virtually certain that the committee would recommend continuance of the plan on a voluntary basis. Not wishing work schedules to be terminated arbitrarily and resumed later after committee recommendations were received and approved, the task force recommended that each office be allowed to continue the 4/40 plan. President Greenlee then authorized extension of the trial period through December 31, 1973, pending final recommendations.

Coincident with analysis of the June data, the task force considered the need for further data. It was decided not to administer the same instrument to all participants but rather to conduct informal interviews of selected individuals. The high level of support found in the first administration, and the continuing positive reports suggested no real need for re-administration. Further, the largest participating office, Admissions & Records, independently collected and analyzed additional follow-up data, and the task force did not wish to burden them with another similar questionnaire. Their data, which compared responses on the same instrument administered in December, 1972 and August, 1973, showed only minor shifts of opinion.

Task force members informally interviewed a number of supervisors and staff participants to ascertain the effect of vacations taken during the summer quarter, adjustments to changing work force composition due to terminations or new staff, reasons for termination of the 4/40 plan in some offices, and the like. It was felt that this type of information could be obtained as adequately through informal interview as by formal questionnaire.

The following sections of this report deal with a data summary and analysis, discussion and conclusions, and recommendations.

DATA SUMMARY AND ANALYSIS

Data were collected from participants at the end of spring quarter using two instruments developed by the task force. The first was a "Non-supervisory Staff Questionnaire on the 4/40 Work Week," and the second was a "Request for Data" addressed to supervisors of the various participating offices in the 4/40 experiment. These instruments are shown in the Appendix, as are the raw data. Data from the two sources are discussed together where the questions are essentially similar.

The first two questions of the Non-supervisory Staff Questionnaire serve to identify the source of the response and to determine the level of response. Table 2 indicates the number of staff by type of operational area, including those on and not on the 4/40 plan, and the number and percentage of questionnaire returns. It can be seen that the level of response is comparable to that in most surveys, and that the proportions are similar across operational areas.

Table 2A. Number of staff by operational area and work schedule, number of questionnaires returned, and percentage response.

Operational Area	On 4/40			Not on 4/40			Total		
	Staff	Quest	Ret %Resp	Staff	Quest	Ret %Resp	Staff	Quest	Ret %Resp
Gen'l Administration	86	53	62	50	39	78	136	92	68
Schl or Dept Off.	18	12	67	20	10	50	38	22	58
Student Services	9	5	56	1	4*	--	10	9	90
Total	113	70	62	71	53	75	184	123	67

*This discrepancy can only be explained by assuming several staff members improperly identified their operational area, or persons outside participating offices completed the questionnaire.

The remaining questions in most cases required only a yes or no answer, but after each question a space was given for additional comments. A large number of comments were written which, along with the written responses from supervisors, provided a rich source of anecdotal data. Table 2B indicates the number of questionnaires with written comment, by work schedule and question.

Table 2B. Number and percentage of questionnaires with written comment by work schedule and question.

Question	On 4/40		Not on 4/40		Total	
	N	%	N	%	N	%
3	40	57	26	49	66	54
4	27	39	17	32	44	36
5	29	41	18	34	47	38
6	26	37	14	26	40	33
7	24	34	21	40	45	37
8	24	34	21	40	45	37
9	11	16	14	26	25	20
10	14	20	9	17	23	19
11	31	44	24	45	55	45
14	42	60	20	38	62	50

The data presented in Table 2B indicate that not only was there a high level of supplemental comment, but that the level was comparable across work groups. A more detailed analysis, not presented, by operational area and initial response to the item (yes, no, no response) indicated that this same generality was applicable across type of response and operational area. Thus it can be concluded that the anecdotal responses were not biased by any one group and can be considered representative of all operational areas, work schedules, and initial answer to each question.

Staff Question 3 was "Have hours of service to students, staff, or faculty been increased with the 4/40 work week?" Table 3 indicates the percentage response to this item, by operational area and work schedule.

Table 3 - Percentage Responses to Staff Question 3

<u>Operational Area</u>	<u>ON 4/40</u>			<u>NOT ON 4/40</u>			<u>COMBINED</u>		
	<u>Yes</u>	<u>No</u>	<u>Resp.</u>	<u>Yes</u>	<u>No</u>	<u>Resp.</u>	<u>Yes</u>	<u>No</u>	<u>Resp.</u>
Gen'l Admin.	94.3	5.7	0	71.8	23.1	5.1	84.8	13.0	2.7
School/Dept.	100.0	0	0	80.0	0	20.0	90.9	0	9.1
Student Services	100.0	0	0	25.0	50.0	25.0	66.7	22.2	11.1
All Areas	95.7	4.3	0	69.8	20.8	9.4	84.6	11.4	4.1

Supervisor item 4 requested data for Level of Service (Hours extended? To Whom? Traffic counts? Before/After comparisons? Trends? Evidence from users? PR benefit? Staggered shifts vs. extension of hours with 4/40).

It seems clear from Table 3 that respondents feel that extended services have proven beneficial to both students and faculty without notably affecting staff/supervisor efficiency or attitude. The implementation

of a longer work day in participating offices has had a salutary result in relation to completing tasks, in cooperating with other University services and in aiding persons who would not have otherwise been able to obtain assistance. The overall "yes" response to question 3 was 84.6%; those on the 4/40 plan answered "yes" 95.7% of the time, and those not on 4/40 69.8%.

Examples of Comments to staff item 3:

"The increase of hours enable those working students and evening students to come and discuss problems or questions....I do not believe, however, that the majority of students....realize that the 4/40 is in operation."

"But it is a good increase (in hours worked per day). You have more time to help everyone and more time to get all work done within that time."

"Most students on campus are not aware of the extended hours."

"High school teachers, who are graduate students, are now able to get to the office before we close."

Examples of Comments to supervisor item 4:

"Service to students was extended $\frac{1}{2}$ hour in the morning and 1 hour in the evening....It was noted that there was a steady increase in the number of students requesting service after 4:30 p.m....

"All the staff adapted quite easily to our new work hours of 7:30 a.m. to 6:00 p.m. and feel we have been able to work more efficiently and effectively..."

"The extra hour that other offices are opened in the evening has been very beneficial, but since the bigger part of our duties must be carried out over the telephone, we find it quite disturbing when we are not able to reach certain areas because of lack of personnel due to the 4/40."

"Last minute requests from faculty....may be complied with...."

Staff item 4 was "Do you feel the previous quality of work has been maintained or improved?" Table 4 summarizes the responses to this item.

Table 4 - Percentage Responses to Staff Question 4

<u>Operational Area</u>	<u>ON 4/40</u>			<u>NOT ON 4/40</u>			<u>COMBINED</u>		
	<u>Yes</u>	<u>No</u>	<u>No Resp.</u>	<u>Yes</u>	<u>No</u>	<u>Resp.</u>	<u>Yes</u>	<u>No</u>	<u>Resp.</u>
Gen'l. Admin.	94.3	3.7	1.9	76.9	20.5	2.6	87.0	10.9	2.2
School/Dept.	100.0	0	0	50.0	20.0	30.0	77.3	9.1	13.6
Student Services	100.0	0	0	50.0	25.0	25.0	77.8	11.1	11.1
All Areas	95.7	2.9	1.4	69.8	20.8	9.4	84.6	10.6	4.9

Supervisor item 1 was related to staff item 4: Quality of Work (Variability over working day? Affected by length of day? Fatigue? Affected by covering for absent employee? Any before-after comparison data? Any comparisons of those presently on or off 4/40?)

Supervisors almost uniformly endorsed the 4/40 in relation to its positive impact on quality of work performed. Staff opinion was less certain as reflected by anecdotal comment but was still substantially favorable in relation to this factor as shown in Table 4. The percentages of "yes" responses over all areas are identical to those in question 3: on 4/40, 95.7%; not on 4/40, 69.8%; combined, 84.6%. The staff perspective from comments suggests that quality does not vary significantly in the main but that particular individuals and or work environments may be negatively affected.

Examples of Comments to staff question 4:

"By 4:30-5:00, most people become tired and the quality of work decreases."

"Production of work has stayed the same. Maintained. Quality is still the same."

"Work has improved. Early morning and late afternoon hours are less hectic, therefore, the quality and quantity of work has improved."

"Took some period of adjustment but all seems to be functioning efficiently and speedily."

Examples of Comments to supervisor item 1:

"Quality of work does not seem to be affected. Fatigue has not seemed to be a major factor."

"Comparisons of those on 4/40 - 5/40? Office seems normal."

"We feel as though the....office was designed for this schedule."

"There appears to be no noticeable difference in the quality of work produced."

Staff Question 5 was "Do you feel the previous quantity of work completed has been maintained or improved?" Table 5 summarizes data for this question.

Table 5 - Percentage Responses to Staff Question 5.

<u>Operational Area</u>	<u>ON 4/40</u>			<u>NOT ON 4/40</u>			<u>COMBINED</u>		
	<u>Yes</u>	<u>No</u>	<u>No Resp.</u>	<u>Yes</u>	<u>No</u>	<u>No Resp.</u>	<u>Yes</u>	<u>No</u>	<u>No Resp.</u>
Gen'l. Admin.	94.3	3.8	1.9	69.2	25.6	5.1	83.7	13.0	3.3
School/Dept.	91.7	0	8.3	50.0	20.0	30.0	72.7	9.1	18.2
Student Services	60.0	40.0	0	50.0	25.0	25.0	55.6	33.3	11.1
All Areas	91.4	5.7	2.9	64.2	24.5	11.3	79.7	13.8	6.5

For all areas covered in the survey, including both persons on the 4/40 work week and those not on it, 79.7% responded "yes," 13.8% responded "no," and 6.5% gave no response to this question. Those on the 4/40 work week answered "yes" more frequently 91.4% and only 5.7% said "no." This compares with 64.2% of those not on the 4/40 week responding "yes" and 24.5% "no."

By area, General Administration was most convinced of the "yes" response (83.7%) with 13.0% saying "no." Of those people on the 4/40 week, 94.3%

responded "yes" to this question while 69.2% of those not on the 4/40 responded "yes," and 25.6% responded "no."

Written comments from staff stress the efficiency of longer periods of concentration on certain tasks and the benefits of the "quiet" hours of the morning and evenings. Those who were on the 4/40 week commented favorably. There are only 4 exceptions to this in the comments. Of these 4, 3 said the quantity has probably stayed the same, and one suggested that there isn't enough work for clerical employees. Other comments of those on the 4/40 week are to the effect that morale is improved by the extra day off. One comment reflects the bulk of the feelings of those who are on the 4/40 week:

"Maintained. Fewer interruptions in the early morning hours 7-8 a.m. Additional day off relieves some frustrations caused by repetitive and tedious tasks."

Slightly more people felt that the quantity had increased than felt that it was simply maintained.

Of those who were not on the 4/40 work week, 8 commented favorably, 6 unfavorably, and 4 that they could not tell. They felt if responding favorably, the same as those who are on the 4/40. When commenting unfavorably, they felt that 10 hours introduces an extra fatigue factor. However, of those on the 4/40 week, no one mentioned a fatigue factor.

An interesting comment came from the schools/departments area:

"A much needed program especially in large departments. Especially helpful during periods of registration, also in running quizzes and the preparation of last minute for 8 a.m. lectures and labs."

The supervisors item comparable to staff question 5 was item 2

Quantity of work (Is output affected? Unit count data? Effect of start up/stop time, interruptions? Any before-after comparisons?

Any comparisons of those presently on or off 4/40?) Comments from

supervisors reinforced the staff opinion that quantity of work is

maintained; a number claimed increased output because of the quiet

times early and late in the day. Only one area felt that there

was a slow down towards the end of the day. Examples of comments:

"If anything there seems to be some increase in quantity, probably due to less interruptions during some periods of time and less absenteeism for routine personal matters."

"Overall there appears to be little difference in total work output."

"In our department, this is one of the strongest arguments for the 4/40 plan."

Staff Question 6 was "Do you think there has been a cost benefit to

the State as a result of the 4/40 plan?" Table 6 summarizes responses.

Table 6 - Percentage Responses to Staff Question 6.

<u>Operational Area</u>	<u>Yes</u>	<u>ON 4/40</u>			<u>NOT ON 4/40</u>			<u>COMBINED</u>		
		<u>No</u>	<u>Resp.</u>	<u>No</u>	<u>Yes</u>	<u>No</u>	<u>Resp.</u>	<u>Yes</u>	<u>No</u>	<u>Resp.</u>
Gen'l. Admin.	69.8	17.0	13.2	30.8	46.2	23.1	53.3	29.3	17.4	
School/Dept.	66.7	0	33.3	30.0	50.0	20.0	50.0	22.7	27.3	
Student Services	60.0	20.0	20.0	0	75.0	25.0	33.3	44.4	22.2	
All Areas	68.6	14.3	17.1	28.3	49.1	22.7	51.2	29.3	19.5	

The overall response to this question is only marginally favorable.

63 respondents, or 51.2% responded "yes." Those who are on the 4/40

week responded "yes" by 68.6% to 14.3% saying "no." A much larger

group (19.5%) fails to respond to this question than to others (this is understandable, for several inferences are required to transfer visible effects into cost benefit to the State).

The comments to question 6 are predominantly favorable. Of a total of 40, 7 are unfavorable, and 5 do not know. Two of the unfavorable responses and 4 of the "don't knows" come from those on the 4/40 week.

The comments frequently mention less need for overtime pay and less use of sick leave or personal time off. Typically, "less overtime (actually none) during peak work periods and less vacation and sick time used to take care of personal business."

It is interesting that to this question, as well as to question 5, fatigue does not seem important. No one equates cost with fatigue, although two persons (one on and one not on) mention the boredom of a 10-hour day.

The supervisors item comparable to staff question 6 was number 5 Cost (Overtime? Machine use; start up-shut down; output; budget recommendations).

There were almost no quantitative data obtained from this question, as was the case with the other questions. This was especially unfortunate, as it was hoped that some specific budget recommendations could be made. Most comment suggested no cost differences, but two contrasting responses are especially interesting:

"Probably, some overtime has been saved due to less absenteeism. We still use some overtime at peak periods. Overtime utilization is more of a problem under the 4/40 plan since employees usually must come in on their day off to work overtime." (Admissions Office).

"We have noted that overtime has decreased 69%. Meal tickets, which were paid to employees working over 10 hours per day have been non-existent since the beginning of the 4/40 work week." (Cashiers).

Staff Question 7 was "Do you think the 4/40 schedule made absence more of a problem to remaining employees?" Table 7 summarizes the responses to this question.

Table 7 - Percentage Responses to staff question 7.

<u>Operational Area</u>	<u>Yes</u>	<u>ON 4/40</u>		<u>NOT ON 4/40</u>			<u>COMBINED</u>		
		<u>No</u>	<u>Resp.</u>	<u>Yes</u>	<u>No</u>	<u>Resp.</u>	<u>Yes</u>	<u>No</u>	<u>Resp.</u>
Gen'l. Admin.	7.5	83.0	9.4	48.7	46.2	5.1	25.0	67.4	7.6
School/Dept.	8.3	91.7	0	50.0	40.0	10.0	27.3	68.2	4.5
Student Services	0	100.0	0	25.0	50.0	25.0	11.1	77.8	11.1
All Areas	7.1	85.7	7.1	47.2	45.3	7.5	24.4	68.3	7.3

The related supervisors item was number 6 Absenteeism, Turnover (before/after records; short term (dentist, doctor, etc.); vacations; recruitment; resignations or request for transfer because of 4/40; tardiness).

The combined responses of staff members, shown in Table 7, indicated that a majority or 68.3%, believed that the 4/40 week schedule did not make absence more of a problem to the remaining employees. This viewpoint was heavily influenced by those who were on the 4/40 - 85.7% of these answered that there were no problems.. 47.2% of the staff who were not on the 4/40 answered that there were problems for remaining employees. Most who gave this unfavorable response seemed to be in

small offices where the 4/40 may not be feasible.

"Covering" for absent employees was one of the most frequently mentioned problems with the 4/40 plan revealed by the survey. Absenteeism itself (as contrasted to its effects on others) was mentioned as a problem in only one staff response; supervisors almost always indicated that there was a decrease in "illnesses" and tardiness due to the extra day available to conduct personal business. The strong support for continuing the 4/40 week, expressed by both those on and not on this schedule, however, has to be taken into consideration when evaluating the issue of lower absenteeism vs. the adverse effects of any absence on other staff.

General comments from staff and supervisors included the following:

Staff:

"In a large office such as mine there's always someone around to answer phones, etc. In a small office, I'd imagine it would be a problem."

"...It forced recognition of planning defects and operational weaknesses."

"(There was a problem) at first when all on 4/40 had 3 day weekends. Now we rotate days off to effect better coverage."

"Our section was too small...."

"....Just a little more juggling, but no problem."

Supervisors:

"We have noted a decided improvement in absenteeism. This has been true for short period absenteeism (a few hours) particularly. The regular schedule employees continue to ask for short periods of time off. We have had no resignations or requests for transfer because of 4/40. Where we have had a two-staff office, we have had to revert to a regular week schedule during vacation times. The 4/40 just won't work in such situations."

Staff question 8 was "Do you think the 4/40 schedule itself caused other problems for employees not on that schedule? Table 8 summarizes responses to this item.

Table 8 - Percentage responses to staff question 8

<u>Operational Area</u>	<u>Yes</u>	<u>ON 4/40</u>		<u>NOT ON 4/40</u>			<u>COMBINED</u>		<u>No Resp</u>
		<u>No</u>	<u>Resp</u>	<u>Yes</u>	<u>No</u>	<u>Resp</u>	<u>Yes</u>	<u>No</u>	
Gen'l Admin.	5.7	86.8	7.5	33.3	56.4	10.3	17.4	73.9	8.7
School/Dept.	0	91.7	8.3	20.0	80.0	0	9.1	86.4	4.5
Student Services	20.0	80.0	0	25.0	50.0	25.0	22.2	66.7	11.1
All Areas	5.7	87.1	7.1	30.2	60.4	9.4	16.3	75.6	8.1

Overall, staff on and off the 4/40 schedule felt the schedule itself does not cause problems. 75.6% of the respondents felt the schedule did not cause any problems. Among those who felt it does, almost all of whom are not on the 4/40 schedule, there seemed to be a tendency to feel they had more than their share of work to do to cover employees who were gone. In this respect responses were similar to item 7 (absenteeism) where absenteeism was equated with scheduled "absence" in terms of its effect on other staff.

Comments on the question include:

"Jealousy"

"No, however, I think that other employees including myself find that when a co-worker is not here, we must all work collectively in answering phones, etc. With this arrangement, one must be more responsible and less "horsing around" is seen."

"Some employees are forced to take on other responsibilities."

"Throws continuity burden on 5/40 employees."

"Definitely!!! Because while the people that have their day off are gone those not on the 4/40 must do their work!! The entire day is sometimes spent doing someone else's work because we are not allowed to tell the students these people have this day off!!"

The supervisors item most closely related to staff item 8 was number 3 - Effect on Staff, although the latter is also related to staff items 9 and 11 dealing with fair handling of hardship problems and morale of staff. Supervisors item 8 included "Morale of those on/off 4/40. Trends? Will it last? Covering for absentees. Cross-training problems. Employee questions, gripes. (Responses to these). Holidays - vacations. Fatigue; health; meals; parking, traffic. Personal business on days off. Accident rates."

Supervisor's responses included comments on various effects they had observed. There was an overwhelming indication that they felt staff took care of their personal business on days off, creating benefits to the University. The 4/40 schedule tends to make short absences less of a problem, and supervisors felt that initially the morale goes up as an employee begins the 4/40 schedule, and there may be some tendency for morale of employees on the 5/40 to increase at the same time. One supervisor felt that after several months on the 4/40 work week, morale had decreased to its previous level. The Cashier's Office reported a definite decrease in overtime with the 4/40 schedule.

One problem raised was that of Admissions and Records handling of schedules during weeks with scheduled holidays. This department reverts to 8 hour days, whereas other departments keep the 10 hour day, give the employee an extra day off, and require the employee to make the extra 2 hours up within a week or two. There is a strong indication that supervisors and

staff would prefer keeping 10 hour days during weeks with scheduled holidays.

"The morale of the employee on the 4/40 week was higher at first, however, by the 5th month it had returned to normal."

"During the 4/40 pilot program the participating employee has not requested any vacation hours for the purpose of taking care of personal business. The employee informs me that this business is handled on her day off."

"The morale of our staff on the 4/40 plan is very high and all agree that the day off for personal business is greatly appreciated."

"The morale was high when we first went on the 4/40 and it seems to be holding."

Staff Question 9 was "Do you think individual hardship problems have been handled fairly?" Table 9 gives the responses to this question.

Table 9 - Percentage responses to staff question 9

<u>Operational Area</u>	<u>ON 4/40</u>			<u>NOT ON 4/40</u>			<u>COMBINED</u>		
	<u>Yes</u>	<u>No</u>	<u>Resp</u>	<u>Yes</u>	<u>No</u>	<u>Resp</u>	<u>Yes</u>	<u>No</u>	<u>Resp</u>
Gen'l. Admin.	90.6	5.7	3.8	76.9	15.4	7.7	84.8	9.8	5.4
School/Dept.	83.3	0	16.7	60.0	30.0	10.0	72.7	13.6	13.6
Student Services	80.0	0	20.0	50.0	0	50.0	66.7	0	33.3
All Areas	88.6	4.3	7.1	71.7	17.0	11.3	81.3	9.8	8.9

Of those employees on the 4/40, 88.6% feel hardship problems have been handled fairly. 71.7% of the employees not on the 4/40 feel problems are handled fairly, and overall 81.3% answered "yes" to this response.

This question seemed to be misunderstood by some (or at least the responses are not obviously related to the question). Selected comments include the following:

"Offices on campus are not consistent in handling time schedules for holiday weeks...."

"The 4/40 allows for fluctuations in work schedules to meet personal needs."

"The 4/40's only concern is to look forward to the long three day weekend. The heck with the rest on five day duty."

"We've been able to try it out, then change back to the 5/40 if not satisfied. We've also been allowed to change our days off, when necessary..."

Staff question 10 was "Do you think provisions for supervision, assistance, and security have been adequate? Table 10 gives the percentage responses to that item.

Table 10 - Percentage responses to staff question 10.

<u>Operational Area</u>	<u>ON 4/40</u>			<u>NOT ON 4/40</u>			<u>COMBINED</u>		
	<u>Yes</u>	<u>No</u>	<u>No Resp</u>	<u>Yes</u>	<u>No</u>	<u>No Resp</u>	<u>Yes</u>	<u>No</u>	<u>No Resp</u>
Gen'l Admin.	96.2	1.9	1.9	74.3	15.4	10.3	87.0	7.6	5.4
School/Dept.	83.3	8.3	8.3	60.0	30.0	10.0	72.7	18.2	9.1
Student Services	100.0	0	0	75.0	0	25.0	88.9	0	11.1
All Areas	94.3	2.9	2.9	71.7	17.0	11.3	84.6	8.9	6.5

Supervisors item 7-Supervision was most closely related to staff question 10, and included "Scheduling employees; Fridays, Employee-supervisor relations; employee-employee relations; Scheduling office work patterns; supervision hours, coverage; Handling unusual problems; misunderstandings; Attendance reporting."

A large majority of the combined staff members -- 104 or 84.6% -- think that provisions were adequate for supervision, assistance and security.

In fact, only two people of all those on the 4/40 believed that these provisions were not adequate; only nine staff members or 17.0% of those not on responded negatively. Supervisors also agreed that there was adequate supervision.

COMMENTS, staff:

"The door of our building is locked at 5:00 p.m." (Staff, not on, responding no).

"Nothing has changed...." (Staff, not on, yes).

"Supervisors has made all necessary provisions." (Staff on, yes).

"Our senior clerks do a good job covering when our supervisor is off." (Staff on, yes).

"We have trained personnel that can handle problems when supervisor is off."

"Our chairman is in at 7 a.m. every day and is usually in his office until 5 or 5:30." "He greatly appreciates my answering the phone so he will not be bothered with it during the extra hours." (Staff on, yes).

COMMENTS, supervisors:

"Our work schedule is arranged to provide supervision at all times, yet allows Mondays and Fridays off for staff...."

"Supervision has presented no problem whatsoever...."

"...It is possible to maintain supervision coverage at most all times of the work week."

"This phase of the 4/40 work week has not created any problems for us. Employees have been very cooperative on adjusting schedules. It is possible to maintain supervision coverage at most all times of the work week."

"A voluntary basis was used in selecting days off. Also staff was given a choice of remaining on the 5/40. There were no problems in selecting days off. However, at present the majority has Fridays off due to transportation problems."

"In comparing the 4/40 1973 five month period with the same months of 1972, the following was observed. In 1972, (the employee) had accumulated 45 hours sick leave, 18 hours vacation leave and 2 hours absence without leave. Under the 4/40 program, in 1973, the same employee had 21 hours sick leave, no vacation and no absence without leave."

Staff Question 11 was "Do you think that morale is as high or higher with the 4/40 work week?" Table 11 summarizes responses to this question.

Table 11 - Percentage responses to staff question 11.

<u>Operational Area</u>	<u>ON 4/40</u>			<u>NOT ON 4/40</u>			<u>COMBINED</u>		
	<u>Yes</u>	<u>No</u>	<u>No Resp</u>	<u>Yes</u>	<u>No</u>	<u>Resp</u>	<u>Yes</u>	<u>No</u>	<u>Resp</u>
Gen'l Admin.	94.3	5.7	0	59.0	20.5	20.5	79.3	12.0	8.7
School Dept.	91.7	0	8.3	40.0	20.0	40.0	68.2	9.1	22.7
Student Services	80.0	0	20.0	75.0	0	25.0	77.8	0	22.2
All Areas	92.9	4.3	2.9	56.6	18.9	24.5	77.2	10.6	12.2

An overwhelming 92.9% of the employees on the 4/40 answered "yes" to this question. However, only 56.6% of the employees not on the schedule answered "yes," with 24.5% not responding. Overall, 77.2% of the respondents answered "yes." Of those employees who felt there was a morale problem, the following illustrate their comments:

"For the people on it, yes, those who are not must handle the 4/40 person's work and that is quite unfair." (5/40 employee)

"Morale is lower, more work piles up." (5/40 employee)

"I think 10 hours causes a lot of strain." (5/40 employee)

"Hard to say. One does get very fatigued." (4/40 employee)

Of employees answering "yes" to this question, the following illustrate their feelings:

"Higher. One more day during the week to take care of business at facilities not open Saturday/Sunday."

"Higher. Having a day off gives me an extra incentive and makes life more interesting, therefore helping my enthusiasm for my job."

"It was at the start of the 4/40, I think it might be lagging now."

"I feel morale is higher because there is less worry when you need to take care of personal business. Staff are doing this on their days off instead of taking time off."

Supervisors responses to morale were included under (their) item 3, which was presented earlier with staff question 8.

Staff question 12 was "What do you like best about the 4/40 plan?"

Nearly all returned questionnaires included a response to this question.

Most of those who did not respond were not on the 4/40 work plan. Responses

were arbitrarily grouped into six categories: (1) the day off ("my day off," "a three-day weekend," "extra day off"); (2) business (a day qualified as to purpose: "the extra day for personal business,"

"business, medical and other matters satisfactorily taken care of");

(3) time efficiency ("optimum use of time," "the extended hours we are open to students," "the quiet part of the work day to get work completed"); (4) transportation ("getting ahead of traffic in a.m. and behind in the p.m. traffic rush," "traveling time cut," "easier parking," "less wear and tear on the car"); (5) morale ("opened up a whole new world," "relieves pressure," "employee morale is higher,"); (6) other ("more time with my child," "more time with my family," "everything").

Many respondents to question 12 did not limit themselves to one best reason, but gave one or more additional reasons. For this reason, responses were studied as a function of response order. The most frequent first response for all those on or off the 4/40 plan was "day off." The most frequent first response from School and Department offices, however, was time efficiency. Time efficiency was the second most frequent first

response for all groups combined. These two categories accounted for about 60% of the responses. The remaining categories in order of frequency of response were business, other, morale, and transportation. It is interesting to note the relative order of second responses, where given: transportation, business, day off, time efficiency, and other. Also worth noting were six negative responses from those not on the 4/day work week, indicating their complete displeasure: "nothing I can name," "I don't like anything."

Staff question 13 was "What do you like least about the 4/40 plan?"

There were only about 85% as many responses to item 13 as there were to item 12, and markedly fewer second responses. Also in contrast to question 12, respondents who were on the 4 day work week differed in many respects from those not on the plan. In fact, it was not possible to categorize their responses in a single schema. Responses were studied as a function of response order, however, because multiple responses were given. The most frequent "dislike" for those on the 4 day work week was "nothing," with twice as many responses as in any other single category. The next most frequently mentioned dislike was divided evenly in two categories: "long hours," and "changing schedule," which seemed to be an objection to the practice during weeks with scheduled holidays. Next in order for those on the 4/40 work plan were "less time in evening," and "getting up early." By contrast, the most frequently mentioned dislike for those not on the 4/40 work week was the burden placed on that group during the absence of those on the 4/40 plan. Interestingly, however, the next most frequent category was

"nothing," followed by "long day," and "getting up early." The remaining responses from both groups were mentioned by only a single individual, but several are worthy of mention: "the one day when our work force is a little sparse and one cannot always get time out for break," "I was unable to pick either Monday or Friday as my day off," "that all the other offices and departments aren't on it. It is quite hard for the telephone operators to connect a call to an empty office." Only one person mentioned that "it does, at times, present a hardship for my family."

Staff question 14 was perhaps the most important question: "Are you in favor of continuing the 4/40 work week in your area?" Supervisors also were asked, in their item 8 "Recommendations for continuance/discontinuance. Conditions: voluntary vs. required; term vs. indefinite period; proportion of work force on 4/40 - minimum/maximum; group proposal vs. individual employee prerogative; centralized approach vs. area supervisor prerogative; size, type of office." Table 12 summarizes the staff responses to question 14.

Table 12 - Percentage responses to staff question 14

<u>Operational Area</u>	<u>ON 4/40</u>			<u>NOT ON 4/40</u>			<u>COMBINED</u>		
	<u>Yes</u>	<u>No</u>	<u>Resp</u>	<u>Yes</u>	<u>No</u>	<u>Resp</u>	<u>Yes</u>	<u>No</u>	<u>Resp</u>
Gen'l Admin.	98.1	1.9	0	56.4	23.1	20.5	80.4	10.9	8.7
School/Dept.	83.3	0	8.3	50.0	30.0	20.0	72.7	13.6	13.6
Student Services	100.0	0	0	100.0	0	0	100.0	0	0
All Areas	97.1	1.4	1.4	58.5	22.6	18.9	80.5	10.6	8.9

80.5% of combined staff on and off 4/40 responded in the affirmative for continuance of 4/40 work week. 97.1% of those on, and a majority but only 65% of those not on the 4/40 endorsed continuance.

Main points stressed by those in favor of continuance were:

1. Benefit of extra hours to working students.
2. Faculty and grad assistants, also students, have adapted to, and depend on, new time schedule.
3. Good for personnel morale, which is considered extremely important.
4. Savings: Travel time 25%, travel expense 20%, babysitters time.
5. Parking simpler, traffic lighter.
6. Less absence for personal business, and sick leave.
7. Many employees feel work is more productive during ten hours than eight hours.
8. Must be entirely voluntary, at least to permanent employees, new employees could be handled differently.
9. Vacation time, including holidays, should not revert back to 5/8 hour week.
10. Can really utilize hours prior to, or after, 8 to 5 because of no telephones and contact with outside campus.
11. Staggered hours benefit 4/40 and 5/40 work week both at home and appointments that are necessary for the individual.
12. Work load must be firmly controlled by supervisor.
13. Some confusion regarding vacations and holidays that must be clarified.
14. Staggered hours benefit early starters and late starters.

The main points given by those who favored discontinuance were:

1. They are not physically able to work 10 straight hours.
2. The time the office is not fully staffed becomes a hardship on those working.
3. Must stagger days throughout the week, not just Mondays and Fridays.
4. Some offices who work with general public feel they lose some contact by not being able to deal with these agencies during their early or late hours. Some equipment cannot be used because employees leave at 4:30.
5. Stay on 4/40 but only at the discretion of the supervisor.
6. Favoritism shown in choosing choice hours and days.
7. In small offices on the 4/40 it is intolerable for the personnel who are on the 5/40.
8. More cross-training needed if we are to remain on the 4/40.
9. Depends on the pressure of workload on job and home.

Examples of staff comments to question 14:

"Criticism that office help would abuse extra hours is premature and unfounded, supervisors should be sure work load is adjusted to compensate for employees hours. Of course not every type of work can be made to bend to the 10 hour day but in most offices where duties are many-fold the chief problem faced by all secretaries is constant interruptions cutting into

the accuracy of work - so it makes sense that more work can be done, and more efficiently, in early morning and late afternoon hours."

"It should remain flexible, not mandatory for all employees or all offices."

"As a whole, I like the 4/40 week but many bugs should be ironed out."

"Excellent idea. Good for personnel morale and incentive."

"Tighter guidelines for making up hours from holidays, etc."

"We used to get numerous complaints from students because of office closed at 4:30, now we get praises because of longer hours."

"Mental organization of work has improved since we can take care of things in one day and finish them less rushed for time at the end of the day since late afternoon hours are quiet."

"Keep it if for no other reasons than traffic and parking problems are less."

"Works well for those employees that are single or married with no children. For employees with small children, such as I, it would definitely be too many hours."

"Should be optional. 4/40 employees should not have to suffer because of 5/40 employees demands."

Nearly all supervisors responded in the affirmative for continuance of 4/40 week. Only one supervisor was not in favor of continuance of 4/40.

Following are some responses from supervisors:

"Extremely effective for maximizing staff utilization."

"Benefit campus community by being of service for an additional 10 hours per week."

"Recommend an indefinite period rather than term if willingness, morale, coverage, remains as it now is in this section."

"4/40 has been successful and I would argue for continuation on a voluntary basis."

"Should not be mandatory and prerogative to be left to employees."

"Difficult to maintain in a small office, should be staggered throughout the week, not just on Fridays and Mondays."

"To eliminate entirely would be unfair to employees and State."

"Strongly recommend to continue strictly on voluntary basis so all areas can be covered at all times during the week."

"No significant improvement in production or cost savings, not recommend it."

Staff question 15 asked for "Additional Comments." 52 persons who answered "yes" to staff question 14 (in favor of continuing 4/40), and 11 who answered "no" wrote additional comments. These comments varied in length from "OK" to lengthy compositions. Most reiterated or amplified their responses to staff questions 12, 13, and 14. Many gave ~~suggestions~~ as to how the 4/40 plan could be continued on a permanent basis. For example, several suggested that staggered starting times and the 10 hour day could be combined to extend service hours and reduce traffic and parking problems. Several others suggested that days off be rotated, and that periodic changes between 8 hour-5 day weeks and 10 hour-4 day weeks (monthly or quarterly shifts) would make the plan more attractive. Voluntary participation was emphasized by several and the necessity of a large office, and the need for cross learning were mentioned. Several noted confusion in office hours between departments, and suggested that all offices either be on the plan or not. Several cited criticisms of the 4 day work week which they felt unjustified for reasons which included lack of supervision which allowed inequities or problems to exist. Finally, one respondent felt that at least a full year was necessary to fully evaluate the 4/40 plan.

The data taken as a whole can be characterized readily as showing a high level of support for the 4/40 plan, and by being consistent in this respect over most questions and for both those on or not on the 4/40 work week. Table 13 summarizes the percentage of favorable responses to items on the staff questionnaire.

Table 13 - Percentage favorable responses to staff questionnaire

<u>Question</u>	<u>On 4/40</u>	<u>Not on 4/40</u>	<u>Combined</u>
3	95.7	69.8	84.6
4	95.7	69.8	84.6
5	91.4	64.2	79.7
6	68.6	28.3	51.2
7*	85.7	45.3	68.3
8*	87.1	60.4	75.6
9	88.6	71.7	81.3
10	94.3	71.7	84.6
11	92.9	56.6	77.2
14	97.1	58.5	80.5

* A favorable response to questions 7 and 8 was "no."

It is interesting to note in Table 13 that for both groups combined, all questions showed a majority favorable response, and that on only two was the level of response less than 75%. The lowest percentage (51.2%) for the combined groups was on question 6 "Do you think there has been a cost benefit to the State as a result of the 4/40 plan?" Part of this lower response can be attributed to the lack of concrete data available to staff members on this point, and part to the fact that the groups differed markedly in their opinion. Items 6 and 7 were the only questions where the majority response was different in direction for those on and off the 4/40 plan.

The level of support for those on 4/40 was quite consistently high; only one question (6) had a favorable response value of less than 85%. For those not on 4/40, all but two items (6 and 7) showed a majority favorable response, and except for these two, all exceeded 55%.

Question 7 was "Do you think the 4/40 schedule made absence more of a problem to gain for employees?" which was noted previously as drawing many comments.

Although both groups were consistent in their favorable attitudes towards the 4/40 plan, it is obvious that the level of support is different for the two groups. Further, it appears to vary according to the work area. Chi-square analyses of each question were performed on the proportions of each group responding favorably: General Administration, School/Department office, Student Services vs. on or not on 4/40 ($df=2$). Yates' correction for discontinuity was used when any cell proportion was less than 0.10. Values of χ^2 are shown in Table 16; those for questions 3, 4, 6, 8, 11, and 14 were significant. The inference in each case is that the probability that the distribution of proportions was due to chance is quite small (0.05 or 0.01). These results are provocative, but since the proportions were based on such small numbers of cases in School/Department and Student Services offices, it was decided not to make any inferences about real differences between groups in the 3x2 arrays.

The significance of the difference between proportions was calculated between the total groups on and not on 4/40. All these z values were significant, one at $p < .05$, all others $p < .01$. Thus the differences in level of support between all those on and all not on the 4/40 plan are real in a statistical sense, and not chance differences. The z values are shown in Table 14.

Table 14 - Values and levels of significance of χ^2 (comparing proportions of "yes" responses by service area and work plan), and z (comparing those on and not on 4/40 plan).

<u>Question</u>	<u>χ^2*</u>	<u>z</u>
3	22.33 sig. p < .01	3.83 sig. p < .01
4	6.20 sig. p < .05	3.83 sig. p < .01
5	2.92 not sig.	3.68 sig. p < .01
6	22.12** sig. p < .01	4.85 sig. p < .01
7	2.40** not sig.	5.34 sig. p < .01
8	15.26** sig. p < .01	3.56 sig. p < .01
9	1.69 not sig.	2.33 sig. p < .05
10	0.09 not sig.	3.33 sig. p < .01
11	9.78 sig. p < .01	4.86 sig. p < .01
14	8.27 sig. p < .05	5.47 sig. p < .01

* df = 2

** Yates' correction for discontinuity used.

DISCUSSION

It is clear that a comfortable majority of all participants in the study are in favor of the four day, forty hour work week. It is also clear that there are a few who vigorously oppose the idea, others who feel they are (or would be) at least seriously inconvenienced, and perhaps others for whom the longer hours might be detrimental to their health.

The potential advantages to the employee on the 4 day work week were adequately supported by the data. Increased morale was evident, and the time available for personal activities, or simply "the day off" was the plan's most attractive feature. The decreased efforts involved in traffic and parking, and the savings on transportation costs and other fixed expenses were seen as real benefits. The energy saving, it should be emphasized, is a benefit not only to the employee but to society as a whole in this time of energy crisis.

The potential advantages to the State were not as clearly supported by the data as were advantages to the employee, but neither were they repudiated. In most offices, for example, hours were extended which was of obvious potential benefit to students, staff, and faculty, but it is not evident that the University community took full advantage of this service. On the other hand, "quiet" time was available in these offices to do other routine activities, which some participants claim were then done more efficiently. The potential increased productivity and work efficiency claimed for the 4 day week were supported to some extent in the manner just mentioned, but insuffi-

cient work output data are available to fully support the contention. However, the counter claims by a few that in some offices "quiet times" were wasted and that overall productivity was not higher are not supportable either. Perhaps the safest conclusion is that productivity and efficiency were at least not less.

There was a sharp difference of opinion between those on or not on 4/40 over whether there was a cost benefit to the State. Most of those who answered "no," however, seemed to feel there was no difference in cost, or could not judge. Supervisors opinion may be more definitive in this respect, since they should be in a better position to judge. Their opinion was in general that there were cost benefits from less absenteeism and overtime, but little concrete data were provided, either in support of the issue or for the purpose of budget recommendations.

The remaining advantages (8, 9, 10) cited in Appendix A regarding benefits to recruiting, from cross training programs, and from rotation flexibility on an extended week schedule were not tested in the study.

The potential disadvantage of interference with personal schedules and family responsibilities did not seem a problem to those on the 4/40 work week. It was seldom mentioned by those not on the 4/40 plan either. In each case, apparently other more pressing advantages or disadvantages far outweighed this factor. This may be a significant finding, since the 1971 Gallup Poll and other data in the literature suggest this to be the most important disadvantage.

Fatigue was scarcely mentioned as a problem by those on the 4/40 or by supervisors, except in the initial period of adjustment to the new

work week. Still not on the 4/40 were more prone to see fatigue as important, perhaps projecting anticipated effects of 4/40 on themselves, but not on themselves or its effects on those working 4/40. The literature suggests fatigue is associated mostly with dull, repetitive jobs. Jobs at the University, at least those included in the study, are probably not in this class, which may explain why fatigue did not appear to be an important disadvantage.

Maintenance of supervision did not appear to be a problem. In many areas supervisors stayed on a 5 day schedule, assigning supervisory responsibilities to another employee during the extended hours. That this caused no particular problem may again be due to the types of positions found at the University, or included in the study, where there is less need for direct, close supervision.

The Task Force feels that one aspect of supervision is of critical importance to the success or failure of a voluntary 4/40 plan. This deals with the care and manner with which the work schedule is planned and implemented in a given working unit. There will be varying degrees of employee familiarity with 4/40, differing opinions about its effects (particularly on themselves), new work rules regarding holidays, vacation time, sick leave, break time, etc., and new working schedules to consider. All these must be mutually aired and analyzed so that every employee is fully aware of all opportunities and responsibilities, not only his or her own, but as they are related to all others in the unit. The exploration of possibilities, the planning, and the group decision to embark on a 4/40 plan (particularly where some remain on 5/40) requires attitudes and skills not frequently called upon in ordinary supervision. Supervisor-supervisee and employee-employee relationships thus take on a new importance where 4/40 and 5/40 plans

are mixed. Evidence showed a significantly different level of support to the 4/40 plan between those on and not on 4/40, and included the feeling that the advantages of 4/40 were gained at the expense of those on 5/40. The committee does not wish to dwell on this issue, since the pilot study has been such an obvious success. However, since that success may be due in part to the careful planning which preceded implementation we wish to assure its continuance.

A State Personnel Board memorandum of October, 1972 gave regulations for handling holidays, sick leave, vacations, and break time. The principle underlying each of these is hour-to-hour equivalency. Thus total break time per week is the same for those on 5/40 and 4/40, but different each day; a day of sick leave or vacation is 10 hours for the 4/40 employee. A scheduled holiday is credited at 8 hours, requiring the employee who would normally work 10 hours to make up 2 hours at another time. This posed no problem in practice since the time was made up generally in shorter segments over several days. One office (Admissions and Records) dealt with weeks containing scheduled holidays by reverting to a 5/40 week. This had the effect of having all employees present all four days for 8 hours, and did not require make-up time for those otherwise on 4/40. It also resulted in some employees alternating between 5/40 and 4/40, which was one of the most frequently mentioned problems arising out of the experiment. The committee feels that this way of treating holidays was important for comparative data, but probably should not be continued.

The burden placed on the 5/40 worker when the 4/40 worker is absent was a problem of particular concern to those not on 4/40. It was especially

difficult when the person absent had some knowledge or responsibility not shared by others in the office. It is clear that this was a problem, but it is not obvious that it need continue as an important one. First, the office which extends service hours by staggered shifts faces the same problem, although it is less apparent because it is spread over several days and probably at times of less demand; thus increased service has to be weighed against this negative factor. Second, vacations and other absences cause the same effect. These effects are compounded on the off-day of a 4/40 employee, but are manageable by careful scheduling of vacations. (The committee found no severe problems during the summer vacation months). Third, cross training could relieve a significant portion of the experienced frustration. Inevitably, however, fewer personnel available at peak traffic hours will increase the work pace.

The potential disadvantage of the attitude of organized labor was not considered by the committee. The Staff Council participated fully in the study as did a member of the Foundation staff which is subject to provisions of the Fair Labor Standards Act. This factor might need to be considered where trade unions would be involved.

No evidence of multiple job holding as a result of 4/40 was found.

Four offices did not choose to continue on the 4/40 plan at some point during the experiment (see Table 1), and in two instances offices terminated for a period of a month or so, and then returned to the 4/40. In all cases of termination the participants remained favorable to the work plan, and wished to return to it when and if circumstances

warranted. The reasons for termination were varied. Significantly, although (small) size of the office was a common contributing factor and superficially the apparent cause, it was never the sole cause. (Indeed the smallest participating office, Department Chairman and two 4/40 secretaries, was one of the 4/40 plans strongest advocates). In one case size was associated with a series of one or two girl offices, physically adjacent but too far apart in function and space to handle telephone calls and other routine business. In this instance, a Dean's suite, including fiscal, personnel, academic planning, and graduate studies functions, cross training might not suffice because of the physical separation of the offices. Much the same can be said for Audio Visual Services whose offices are even more disparate in location and function. The other offices had one or more of the following problems, exacerbated by office size: each person had a different job (cross training contemplated but not undertaken); a vacant position; a new position where training required an 8 hour day; extended illness of more than one employee; the supervisor was without his secretary one day a week; a baby sitter problem; a new employee not desiring 4/40 which upset the general scheme; insufficient business in extended hours to justify them.

The reasons for termination just given vividly illustrate a principle which must underlie every voluntary 4/40 plan: Flexibility. The task force feels that just as careful planning is necessary to institute such a plan, continuous monitoring is necessary to insure its viability; periodic reassessment and adjustment to changing conditions (which may include termination) are an integral part of the plan. Note again that

this requires a particular kind of supervisory skill.

In summary, the evidence suggests that there is merit to the 4/40 plan at California State University at Los Angeles and that its implementation can be beneficial to the University and its community and to the employee. It also suggests that the conditions for implementation need be worked out carefully by all those involved, that participation should be voluntary, and that continuous evaluation of conditions is necessary to ensure optimum benefits and program viability.

RECOMMENDATIONS

The Task Force recommends that

1. Any operating unit of the University should be allowed to adopt (or continue) a 4/40 work plan, with the following provisions:
 - 1.1 The unit is qualified by law or other binding regulations (e.g. not subject to Fair Labor Standards Act);
 - 1.2 The unit follows California State Personnel Board regulations governing variable work week schedules;
 - 1.3 Normal service hours are maintained or extended;
 - 1.4 A plan of operation is formulated in accordance with the following criteria, and approved by appropriate administrative authority as designated by the President.
 - 1.4.1 The plan is developed cooperatively by all those working in the unit;
 - 1.4.2 The plan is approved by a majority of those in the unit and by its supervisor(s);
 - 1.4.3 The plan defines the work schedules of all employees and the service hours of the unit;
 - 1.4.4 The plan includes provisions for supervision and security during extended hours;
 - 1.4.5 The plan has a proposed beginning and ending date, which may be extended. The purpose of the ending date is to provide periodic review for extension, modification, or termination.
2. The 4 day 40 hour week should be voluntary. However, a position vacated by a 4/40 employee may be filled with 4/40 as a condition

of employment, with the understanding that working hours are dependent upon continuation of the plan in that unit.

3. The regular weekly work plan should normally continue during those weeks containing scheduled holidays (i.e. there should be no reversion to 5/40). Offices may on occasion require reversion to 5/40 during peak periods to assure full staff coverage.
4. Flexibility in arrangements should be encouraged, particularly where increased service would not otherwise be possible (e.g. pooling in adjacent offices).
5. Cross training should be encouraged, not only as it increases viability of a 4/40 plan, but as it benefits the University and the employee.

THE FOUR-DAY WORK WEEK

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APPENDIX A

Annotated List of Advantages and Disadvantages to the Four-Day Work Week

1. Provides a longer concentrated period of time for personal activities such as recreation, travel and business. It is possible, for example, to transact business with firms which are not open on Saturday or Sunday, thus alleviating the need to take time off. For parents, it provides the opportunity to visit their childrens schools. The long weekend is perhaps the advantage most frequently cited in the literature and most favored by employees.
2. Reduces driving problems, lessens traffic congestion, and eases parking. Since personnel would come to campus only four times a week, there would be less gas consumption and other automotive expense and less parking congestion certain days of the week. Because of different working hours, general problems of traffic could be lessened both off and on campus, and time in transit reduced.
3. Reduces certain fixed expenses such as lunch and babysitting.
4. Improves morale. This advantage is prominent in most studies, and is apparently largely due to the factors above.
5. Increases productivity and work efficiency. This factor appears related to less total time loss from beginning and ending each work day, and to fewer interruptions during non-regular hours. Even in those instances of firms whose extended office hours were open to the public, there were few interruptions during the extra hours. With our large extended day population, however, this might not obtain on our campus.
6. Increases services available to the campus community. Services in such areas as Counseling, Placement, Financial Aids, Cashiering, and instructional offices could be available to extended day students, faculty and staff.
7. Less costly to the State. Less absenteeism and reduced need for part-time help are cited frequently as cost-related outcomes of the four-day work week schedule. Also related to cost are the increased productivity and efficiency, less weekly time loss from beginning and ending each work day, and lower employee turnover through a reduction in the need for training. It has been claimed that there is a reduction in the total number of coffee breaks, but the total break time would remain the same according to the California State Personnel Board memorandum cited above.

8. Eases recruiting of personnel. This advantage is cited frequently, particularly for the lower-level classifications.
9. Unemployment problems associated with the four-day work week would ultimately prove to be a benefit to the University.
10. If a four-day work week is fully evaluated, some employees might prefer to work Saturdays, allowing a greater amount of rotation flexibility.

DISADVANTAGES

1. Interferes with personal schedules and family responsibilities. Leaving home early and arriving home late may conflict with responsibilities associated with school children in the home. Husband and wife may find their pattern of working hours incompatible. Those active in evening community and social activities may experience inconvenience. Some individuals may have difficulty in finding others to share their extra leisure time. The interference factor seems a particular disadvantage to women; a 1971 Gallup Poll showed a large sex difference, with women against the four-day work week two to one.
2. Increases fatigue. This disadvantage is often cited, particularly where dull, repetitive jobs are involved. Interestingly, even in those firms where employees experienced greater fatigue, many did not want to return to a five day week. Most studies seem to indicate that it takes several months to adjust to the revised work schedule.
3. Reduces one's ability to do the job. This factor, which can be related to fatigue, can also arise out of the lack of contact a worker would have with fellow workers two working days a week.
4. Makes office scheduling difficult. This factor would be especially important in small offices which would lack coverage, but could also be true wherever mixed four and five day schedules would occur in the same office. Any seven day, 24 hour per day operation would necessitate additional staff.
5. Maintenance of supervision is difficult. Supervisors could be over-burdened by having to supervise five 10 hour days, or two different areas one day a week if they were paired with another supervisor on staggered four day work weeks. Alternatives would be to forego supervision during extended hours or add supervisory personnel.
6. Complicates handling of sick leave and vacation time. Although this is frequently cited as a disadvantage, the State Personnel Board memorandum establishes ground rules which seem to alleviate the problem.

7. One of the major objections to the longer day. Unions are generally opposed to a longer day without overtime pay (without overtime), but are not opposed to a 4 day-32 hour week. Opposition comes from loss of overtime pay and the deleterious effect of competition for jobs because of the increased possibility of moonlighting. It has been recommended that employees who fall under the provisions of the Fair Labor Standards Act should not be provided the opportunity of electing a four day work week with 10 hour days since overtime paid beyond 40 hours would be mandated. Recent action exempts State employees from the provisions of this act, but Foundation employees would still be covered.
8. Multiple job holding would increase. Evidence does not show that this would necessarily be an outcome, but the opportunity would be greater. It is cited as a disadvantage from the State's point of view since it might make a person less productive at his primary job.
9. In a large office it may be difficult to keep track of employees coming in at different hours.
10. Some work might need to be postponed because a co-worker with requisite knowledge was absent.

APPENDIX B

CALIFORNIA STATE UNIVERSITY, LOS ANGELES

MEMORANDUM

TO: Interested Department Heads DATE: February 12, 1973

FROM: Task Force on a Four-Day Work Week
Carleton B. Slay, Chairman

SUBJECT: Pilot Programs -- Guidelines

This memorandum is being presented as a guideline to help you establish a pilot program in your area for a four-day work week. The Task Force will work with you in preparing a proposal for a pilot program. The attached guidelines from the State Personnel Board indicate general policy established by the State. In addition, the Task Force suggests the following local guidelines for incorporation in your plan.

LOCAL GUIDELINES

1. The pilot program(s) in your area must be voluntary to individual employees.
2. As a minimum, your regular service hours must be maintained.
3. State Personnel Board guidelines must be adhered to.
4. The Campus Police office should be notified in advance of any changes in working hours in your area.
5. The minimum length of the pilot program in your area should be twelve weeks with the possibility of extension for an additional quarter.

DESCRIPTIVE DATA REQUIRED

1. A description of areas or departments desiring to participate in the pilot program(s) including basic functions, nature of contacts (student, faculty, etc.), and size.
2. List all employees' proposed work schedules. Please include all employees whether on a five-day or four-day work week, and indicate part time personnel and student assistants.
3. Identify supervisory employees, and indicate plan for supervision, including hours.
4. Summarize changes in service, if any, which are anticipated if a four-day work week is implemented in your area.
5. Outline the type of data you intend to collect to evaluate the results of the four-day work week. An evaluation should be prepared for the Task Force by June 30, 1973.

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GENERAL QUESTIONS FOR CONSIDERATION IN DEVELOPING YOUR PROPOSAL

1. Briefly, why does your area wish to participate in a pilot program for a four-day work week?
2. What are the proposed beginning and ending dates of the pilot program?
3. What are your current hours of operation?
4. What hours of operation will be maintained if a four-day work week is implemented? Are these "public" hours?
5. How are telephones to be covered during "extra" and "regular" hours? Are the telephones going to be answered during "extra" hours?
6. What is your plan for supervision?
7. Do you feel that security in your department could be a problem with some employees arriving early, and some leaving late? To what extent have you made provisions for the security of personnel during "extra" hours?
8. What is your plan for work schedules during weeks with regularly scheduled holidays (i.e., stay on 10 hour day, four-day work week or revert to 8 hour days)?
9. Have you conducted a survey, either formal or informal, with respect to employee attitudes regarding a four-day work week? What were the results of the survey?
10. What is your plan for data collection and evaluation of the pilot program?



APPENDIX C

CALIFORNIA STATE PERSONNEL BOARD

Date of Issue: October 31, 1972

MEMO TO: ALL STATE AGENCIES

SUBJECT: Variable workweek scheduling.

INTRODUCTION:

On September 21, 1972, the Governor's Office issued a management bulletin (No. 72-7) which indicated that variable workweek schedules would be considered in situations where a cost benefit to the State could be demonstrated. While approval of such schedules rests with Agency Secretaries, the State Personnel Board does have a role in interpreting rules and State Administrative Manual procedures affected by such schedules.

We anticipate that there will be a limited interest by departments in adopting variable workweek schedules and, therefore, some questions may arise regarding the administration of these schedules.

The most commonly discussed variable workweek schedule is a 4-10-40 plan; however, the guidelines provided in this memorandum apply for other variable workweek plans as well.

IMPLICATION OF CURRENT RULES:

Question - How shall a holiday be credited when it falls on a regularly scheduled workday?

Answer - In general, it is the policy to credit a holiday as 8 hours. Exceptions to this policy are found in work week groups that are not on a 40-hour per week basis.

Question - How shall a holiday be credited when it falls on a day other than a regularly scheduled workday?

Answer - 8 hours holiday credit shall be given for a holiday falling on a day other than a regularly scheduled workday (except when the holiday falls on a Saturday).

Question - What happens when an employee is scheduled to work on a holiday?

14

Memo re: 4-day, 40-hour workweek.

Answer - If an employee is scheduled to work on a holiday, the department may schedule 8 hours off in lieu of the holiday. Should the department choose not to schedule 8 hours off in lieu of a holiday and provide cash compensation, they would incur an additional cost.

We believe it is more reasonable to schedule 8 hours off in lieu of a holiday rather than making cash payment. This would enable departments to avoid an additional cost under the premium overtime compensation program.

Question - Are the hours worked after 8 hours considered overtime on a 10-hour workday?

Answer - Generally, overtime is not credited after 8 hours per workday. Overtime does not accrue until after the completion of the 40th hour of a regularly scheduled workweek. On this basis only the 41st and later hours are considered overtime within a regularly scheduled workweek.

An exception is the employee who is covered by the Fair Labor Standards Act. FLSA is discussed in the last question.

Question - If an employee is sick on a regularly scheduled workday, how many hours should be charged off his sick leave balance?

Answer - When an employee takes sick leave it should be charged off on an hour-for-hour basis. Thus, if an employee were on a 4-10-40 work plan and if he was absent on a regularly scheduled workday, 10 hours of sick leave would be charged off his sick leave balance.

Question - If an employee takes vacation on a regularly scheduled workday, how many hours should be charged off his vacation balance?

Answer - When an employee takes vacation on a regularly scheduled workday, it should be charged off on an hour-for-hour basis. Thus, if an employee were on a 4-10-40 work plan, for every day taken on vacation, 10 hours would be charged off his vacation balance.

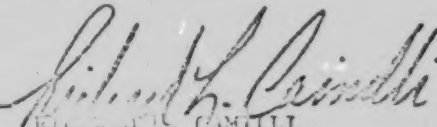
Question - How many rest periods are allowed on a 4-day, 40-hour workweek?

Answer - State Personnel Board Rule 360 specifies that a maximum of 25 minutes per day are allowed to the employee working the 5-day, 40-hour workweek. Taking 5 days per week, this amounts to 125 minutes of rest period time per workweek. The total time allowed divided by four (4-day workweek) results in approximately 30 minutes per day, the amount allowable for the 4-day workweek. (The appointing authority may use his discretion in determining how this time should be divided between morning and afternoon rest periods.)

Question - How are employees under the Fair Labor Standards Act affected by variable workweek scheduling?

Memo re: 4-day, 40 hour workweek.

Answer - While you may authorize a variable workweek schedule for this group, employees would have to be paid premium overtime compensation for all hours exceeding 8 per day (i.e., those in Work Week Group 4D-10, who are on 8-hour, 14-day overtime computation). We would suggest consideration be given to excluding this group from variable workweek scheduling.


RICHARD E. CAMILLI
Executive Officer

RECEIVED

JAN 5 1973

CALIFORNIA STATE PERSONNEL BOARD

Date of Issue: November 15, 1972

MEMO TO: ALL STATE AGENCIES

SUBJECT: Variable Work Week Scheduling.

INTRODUCTION

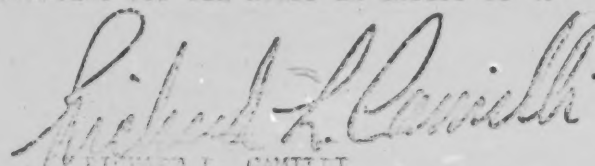
This memo will serve as clarification of policy regarding employees covered by the Fair Labor Standards Act as stated in our pink memorandum dated 10/31/72.

Variable Work Week and Fair Labor Standards Act

In our previous memorandum, we suggested that consideration be given to excluding from Variable Work Week Scheduling employees who would have to be paid premium overtime compensation for all hours exceeding eight per day.

Our suggestion was meant to apply only to the few employees who work on a special 14-day overtime schedule and would have to be paid premium overtime compensation for all hours exceeding eight per day or 80 hours in the 14-day period.

Most employees covered by FLSA accrue overtime for all hours in excess of 40 hours per week.


RICHARD L. CAMILLI
Executive Officer

APPENDIX D

NON-SUPERVISORY STAFF QUESTIONNAIRE ON THE 4/40 WORK WEEK

Please do not identify yourself; your answers will be anonymous and used only for statistical purposes. We encourage you to amplify your yes or no responses by adding pertinent remarks; if we have not asked all the questions you want to answer, please respond on the last page. Please return your completed questionnaire by campus mail to C. Shay, School of Education.

1. What kind of operational area do you work in?

A. General administration _____

B. School or Department office _____

C. Student Services _____

2. Please check one: (A) I am on the 4/40 work week _____

(B) I am not on the 4/40 work week
but work in an area where others
are on the 4/40 work week _____

3. Have hours of service to students, staff, or faculty
been increased with the 4/40 work week? Yes _____

No _____

Remarks: _____

4. Do you feel the previous quality of work has been
maintained or improved? Yes _____

No _____

Remarks: _____

5. Do you feel the previous quantity of work completed
has been maintained or improved? Yes _____

No _____

Remarks: _____

6. Do you think there has been a cost benefit to the State as a result of the 4/40 plan?

Yes _____

No _____

Remarks: _____

7. Do you think the 4/40 schedule made absence more of a problem to remaining employees?

Yes _____

No _____

Remarks: _____

8. Do you think the 4/40 schedule itself caused other problems for employees not on that schedule?

Yes _____

No _____

Remarks: _____

9. Do you think individual hardship problems have been handled fairly?

Yes _____

No _____

Remarks: _____

10. Do you think provisions for supervision, assistance, and security have been adequate?

Yes _____

No _____

Remarks: _____

11. Do you think that morale is as high or higher with the 4/40 work week?

Yes _____

No _____

Remarks: _____

Yes

No

Remarks: _____

do you have any

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Supervisors of Areas Participating in 4/40
Experiment
4/40 Task Force

DATE June 7, 1973

FROM:

COPIES TO:

SUBJECT: Request for data

As the first period of the pilot study nears an end, we would appreciate whatever thoughts and data you have which will help evaluate the 4/40 work plan at Cal State LA. We do not expect quantitative data but welcome it where available; we do not expect each office to be able to supply the same kind or amount of data. We do hope you will provide, however, summary statements for each of the following general points. Include, where possible, trends and anecdotal data to illustrate your comments. We are interested in both negative and positive information, your handling of any misunderstandings and the unexpected, your recommendations, and finally, whether you would wish to continue the 4/40 plan after the experiment ends, and if so whether you would impose any conditions.

Below each general area are comments or questions designed to help you recall the kind of data you may have. Do not try to respond to each one -- these are meant only to enhance your recall.

1. Quality of work

Variability over working day?
Affected by length of day? Fatigue?
Affected by covering for absent employee?
Any before--after comparison data?
Any comparisons of those presently on or off 4/40?

2. Quantity of work

Is output affected?
Unit count data?
Effect of start up/stop time, interruptions?
Any before--after comparisons?
Any comparisons of those presently on or off 4/40?

3. Effect on staff

Morale of those on/off 4/40. Trends? Will it last?
Covering for absentees. Crosstraining problems.
Employee questions, gripes. (Responses to these)
Holidays--vacations
Fatigue; health; meals; parking; traffic.
Personal business on days off.
Accident rates.

4. Level of Service

Hours extended? To whom?
Traffic counts? Before/after comparisons? Trends?
Evidence from users?
If benefit?
Staggered shifts vs. extension of hours with 4/40

5. Cost

Overtime?
Machine use
Start up -- shut down
Output
Budget recommendations

6. Employee Behavior

Before/after records
Short term (dentist, doctor, etc.)
Vacations
Recruitment
Resignations or request for transfer because of 4/40
Tardiness

7. Supervision

Scheduling employees
Fridays
Employee -- supervisor relations
Employee -- employee relations
Scheduling office work patterns
Supervision hours; coverage
Handling unusual problems; misunderstandings
Attendance reporting

8. Recommendations for Continuance/discontinuance

Conditions:
Voluntary vs. required
Term vs. indefinite period
Proportion of work force on 4/40 - minimum/maximum
Group Proposal vs. individual employee approval
Centralized approach vs. area supervisor prerogative
Size, type of office

APPENDIX F

RESPONSES TO STAFF QUESTIONNAIRE BY
OPERATIONAL AREA AND WORK SCHEDULE

ALL OPERATIONAL AREAS ON AND OFF 4/40 COMBINED

Total responses = 123

3. Have hours of service to students, staff or faculty been increased with the 4/40 work week?
YES 104 NO 14 NO RESP. 5
4. Do you feel the previous quality of work has been maintained or improved?
YES 104 NO 13 NO RESP. 6
5. Do you feel the previous quantity of work completed has been maintained or improved?
YES 98 NO 17 NO RESP. 8
6. Do you think there has been a cost benefit to the State as a result of the 4/40 plan?
YES 63 NO 36 NO RESP. 24
7. Do you think the 4/40 schedule made absence more of a problem to remaining employees?
YES 30 NO 84 NO RESP. 9
8. Do you think the 4/40 schedule itself caused other problems for employees not on that schedule?
YES 20 NO 93 NO RESP. 10
9. Do you think individual hardship problems have been handled fairly?
YES 100 NO 12 NO RESP. 11
10. Do you think provisions for supervision, assistance, and security have been adequate?
YES 104 NO 11 NO RESP. 8
11. Do you think that morale is as high or higher with the 4/40 work week?
YES 95 NO 13 NO RESP. 15
14. Are you in favor of continuing the 4/40 work week in your area?
YES 99 NO 13 NO RESP. 11

ALL OPERATIONAL AREAS ON 4/40 COMBINED

Total responses = 70

3. Have hours of service to students, staff or faculty been increased with the 4/40 work week?
YES 67 NO 3 NO RESP. 0
4. Do you feel the previous quality of work has been maintained or improved?
YES 67 NO 2 NO RESP. 1
5. Do you feel the previous quantity of work completed has been maintained or improved?
YES 64 NO 4 NO RESP. 2
6. Do you think there has been a cost benefit to the State as a result of the 4/40 plan?
YES 48 NO 10 NO RESP. 12
7. Do you think the 4/40 schedule made absence more of a problem to remaining employees?
YES 5 NO 60 NO RESP. 5
8. Do you think the 4/40 schedule itself caused other problems for employees not on that schedule?
YES 4 NO 61 NO RESP. 5
9. Do you think individual hardship problems have been handled fairly?
YES 62 NO 3 NO RESP. 5
10. Do you think provisions for supervision, assistance, and security have been adequate?
YES 66 NO 2 NO RESP. 2
11. Do you think that morale is as high or higher with the 4/40 work week?
YES 65 NO 3 NO RESP. 2
14. Are you in favor of continuing the 4/40 work week in your area?
YES 68 NO 1 NO RESP. 1

ALL OPERATIONAL AREAS NOT ON 4/40 COMBINED

Total responses = 53

3. Have hours of service to students, staff or faculty been increased with the 4/40 work week?
YES 37 NO 11 NO RESP. 5
4. Do you feel the previous quality of work has been maintained or improved?
YES 37 NO 11 NO RESP. 5
5. Do you feel the previous quantity of work completed has been maintained or improved?
YES 34 NO 13 NO RESP. 6
6. Do you think there has been a cost benefit to the State as a result of the 4/40 plan?
YES 15 NO 26 NO RESP. 12
7. Do you think the 4/40 schedule made absence more of a problem to remaining employees?
YES 25 NO 24 NO RESP. 4
8. Do you think the 4/40 schedule itself caused other problems for employees not on that schedule?
YES 16 NO 32 NO RESP. 5
9. Do you think individual hardship problems have been handled fairly?
YES 38 NO 9 NO RESP. 6
10. Do you think provisions for supervision, assistance, and security have been adequate?
YES 38 NO 9 NO RESP. 6
11. Do you think that morale is as high or higher with the 4/40 work week?
YES 30 NO 10 NO RESP. 13
14. Are you in favor of continuing the 4/40 work week in your area?
YES 31 NO 12 NO RESP. 10

GENERAL ADMINISTRATIVE OFFICES ON AND OFF 4/40 COMBINED

Total responses = 92

3. Have hours of service to students, staff or faculty been increased with the 4/40 work week?
YES 78 NO 12 NO RESP. 2
4. Do you feel the previous quality of work has been maintained or improved?
YES 80 NO 10 NO RESP. 2
5. Do you feel the previous quantity of work completed has been maintained or improved?
YES 77 NO 12 NO RESP. 3
6. Do you think there has been a cost benefit to the State as a result of the 4/40 plan?
YES 49 NO 27 NO RESP. 16
7. Do you think the 4/40 schedule made absence more of a problem to remaining employees?
YES 23 NO 62 NO RESP. 7
8. Do you think the 4/40 schedule itself caused other problems for employees not on that schedule?
YES 16 NO 68 NO RESP. 8
9. Do you think individual hardship problems have been handled fairly?
YES 78 NO 9 NO RESP. 5
10. Do you think provisions for supervision, assistance, and security have been adequate?
YES 80 NO 7 NO RESP. 5
11. Do you think that morale is as high or higher with the 4/40 work week?
YES 73 NO 11 NO RESP. 8
14. Are you in favor of continuing the 4/40 work week in your area?
YES 74 NO 10 NO RESP. 8

GENERAL ADMINISTRATIVE OFFICES ON 4/40

Total responses = 53

3. Have hours of service to students, staff or faculty been increased with the 4/40 work week?
YES 50 NO 3 NO RESP. 0
4. Do you feel the previous quality of work has been maintained or improved?
YES 50 NO 2 NO RESP. 1
5. Do you feel the previous quantity of work completed has been maintained or improved?
YES 50 NO 2 NO RESP. 1
6. Do you think there has been a cost benefit to the State as a result of the 4/40 plan?
YES 37 NO 9 NO RESP. 7
7. Do you think the 4/40 schedule made absence more of a problem to remaining employees?
YES 4 NO 44 NO RESP. 5
8. Do you think the 4/40 schedule itself caused other problems for employees not on that schedule?
YES 3 NO 46 NO RESP. 4
9. Do you think individual hardship problems have been handled fairly?
YES 48 NO 3 NO RESP. 2
10. Do you think provisions for supervision, assistance, and security have been adequate?
YES 51 NO 1 NO RESP. 1
11. Do you think that morale is as high or higher with the 4/40 work week?
YES 50 NO 3 NO RESP. 0
14. Are you in favor of continuing the 4/40 work week in your area?
YES 52 NO 1 NO RESP. 0

GENERAL ADMINISTRATIVE OFFICES NOT ON 4/40

Total responses = 39

3. Have hours of service to students, staff or faculty been increased with the 4/40 work week?
YES 28 NO 9 NO RESP. 2
4. Do you feel the previous quality of work has been maintained or improved?
YES 30 NO 8 NO RESP. 1
5. Do you feel the previous quantity of work completed has been maintained or improved?
YES 27 NO 10 NO RESP. 2
6. Do you think there has been a cost benefit to the State as a result of the 4/40 plan?
YES 12 NO 18 NO RESP. 9
7. Do you think the 4/40 schedule made absence more of a problem to remaining employees?
YES 19 NO 18 NO RESP. 2
8. Do you think the 4/40 schedule itself caused other problems for employees not on that schedule?
YES 13 NO 22 NO RESP. 4
9. Do you think individual hardship problems have been handled fairly?
YES 30 NO 6 NO RESP. 3
10. Do you think provisions for supervision, assistance, and security have been adequate?
YES 29 NO 6 NO RESP. 4
11. Do you think that morale is as high or higher with the 4/40 work week?
YES 23 NO 8 NO RESP. 8
14. Are you in favor of continuing the 4/40 work week in your area?
YES 22 NO 9 NO RESP. 8

SCHOOL AND DEPARTMENT OFFICES ON AND OFF 4/40 COMBINED

Total responses = 22

3. Have hours of service to students, staff or faculty been increased with the 4/40 work week?
YES 20 NO 0 NO RESP. 2
4. Do you feel the previous quality of work has been maintained or improved?
YES 17 NO 2 NO RESP. 3
5. Do you feel the previous quantity of work completed has been maintained or improved?
YES 16 NO 2 NO RESP. 4
6. Do you think there has been a cost benefit to the State as a result of the 4/40 plan?
YES 11 NO 5 NO RESP. 6
7. Do you think the 4/40 schedule made absence more of a problem to remaining employees?
YES 6 NO 15 NO RESP. 1
8. Do you think the 4/40 schedule itself caused other problems for employees not on that schedule?
YES 2 NO 19 NO RESP. 1
9. Do you think individual hardship problems have been handled fairly?
YES 16 NO 3 NO RESP. 3
10. Do you think provisions for supervision, assistance, and security have been adequate?
YES 16 NO 4 NO RESP. 2
11. Do you think that morale is as high or higher with the 4/40 work week?
YES 15 NO 2 NO RESP. 5
14. Are you in favor of continuing the 4/40 work week in your area?
YES 16 NO 3 NO RESP. 3

SCHOOL AND DEPARTMENT OFFICES ON 4/40

Total responses = 12

3. Have hours of service to students, staff or faculty been increased with the 4/40 work week?
YES 12 NO 0 NO RESP. 0
4. Do you feel the previous quality of work has been maintained or improved?
YES 12 NO 0 NO RESP. 0
5. Do you feel the previous quantity of work completed has been maintained or improved?
YES 11 NO 0 NO RESP. 1
6. Do you think there has been a cost benefit to the State as a result of the 4/40 plan?
YES 8 NO 0 NO RESP. 4
7. Do you think the 4/40 schedule made absence more of a problem to remaining employees?
YES 1 NO 11 NO RESP. 0
8. Do you think the 4/40 schedule itself caused other problems for employees not on that schedule?
YES 0 NO 11 NO RESP. 1
9. Do you think individual hardship problems have been handled fairly?
YES 10 NO 0 NO RESP. 2
10. Do you think provisions for supervision, assistance, and security have been adequate?
YES 10 NO 1 NO RESP. 1
11. Do you think that morale is as high or higher with the 4/40 work week?
YES 11 NO 0 NO RESP. 1
14. Are you in favor of continuing the 4/40 work week in your area?
YES 11 NO 0 NO RESP. 1

SCHOOL AND DEPARTMENT OFFICES NOT ON 4/40

Total responses = 10

3. Have hours of service to students, staff or faculty been increased with the 4/40 work week?
YES 8 NO 0 NO RESP. 2
4. Do you feel the previous quality of work has been maintained or improved?
YES 5 NO 2 NO RESP. 3
5. Do you feel the previous quantity of work completed has been maintained or improved?
YES 5 NO 2 NO RESP. 3
6. Do you think there has been a cost benefit to the State as a result of the 4/40 plan?
YES 3 NO 5 NO RESP. 2
7. Do you think the 4/40 schedule made absence more of a problem to remaining employees?
YES 5 NO 4 NO RESP. 1
8. Do you think the 4/40 schedule itself caused other problems for employees not on that schedule?
YES 2 NO 8 NO RESP. 0
9. Do you think individual hardship problems have been handled fairly?
YES 6 NO 3 NO RESP. 1
10. Do you think provisions for supervision, assistance, and security have been adequate?
YES 6 NO 3 NO RESP. 1
11. Do you think that morale is as high or higher with the 4/40 work week?
YES 4 NO 2 NO RESP. 4
14. Are you in favor of continuing the 4/40 work week in your area?
YES 5 NO 3 NO RESP. 2

STUDENT SERVICES OFFICE ON AND OFF 4/40 COMBINED

Total responses = 9

3. Have hours of service to students, staff or faculty been increased with the 4/40 work week?
YES 6 NO 2 NO RESP. 1
4. Do you feel the previous quality of work has been maintained or improved?
YES 7 NO 1 NO RESP. 1
5. Do you feel the previous quantity of work completed has been maintained or improved?
YES 5 NO 3 NO RESP. 1
6. Do you think there has been a cost benefit to the State as a result of the 4/40 plan?
YES 3 NO 4 NO RESP. 2
7. Do you think the 4/40 schedule made absence more of a problem to remaining employees?
YES 1 NO 7 NO RESP. 1
8. Do you think the 4/40 schedule itself caused other problems for employees not on that schedule?
YES 2 NO 6 NO RESP. 1
9. Do you think individual hardship problems have been handled fairly?
YES 6 NO 0 NO RESP. 3
10. Do you think provisions for supervision, assistance, and security have been adequate?
YES 8 NO 0 NO RESP. 1
11. Do you think that morale is as high or higher with the 4/40 work week?
YES 7 NO 0 NO RESP. 2
14. Are you in favor of continuing the 4/40 work week in your area?
YES 9 NO 0 NO RESP. 0

STUDENT SERVICES OFFICE ON 4/40

Total responses = 5

3. Have hours of service to students, staff or faculty been increased with the 4/40 work week?
YES 5 NO 0 NO RESP. 0
4. Do you feel the previous quality of work has been maintained or improved?
YES 5 NO 0 NO RESP. 0
5. Do you feel the previous quantity of work completed has been maintained or improved?
YES 3 NO 2 NO RESP. 0
6. Do you think there has been a cost benefit to the State as a result of the 4/40 plan?
YES 3 NO 1 NO RESP. 1
7. Do you think the 4/40 schedule made absence more of a problem to remaining employees?
YES 0 NO 5 NO RESP. 0
8. Do you think the 4/40 schedule itself caused other problems for employees not on that schedule?
YES 1 NO 4 NO RESP. 0
9. Do you think individual hardship problems have been handled fairly?
YES 4 NO 0 NO RESP. 1
10. Do you think provisions for supervision, assistance, and security have been adequate?
YES 5 NO 0 NO RESP. 0
11. Do you think that morale is as high or higher with the 4/40 work week?
YES 4 NO 0 NO RESP. 1
14. Are you in favor of continuing the 4/40 work week in your area?
YES 5 NO 0 NO RESP. 0

STUDENT SERVICES OFFICE NOT ON 4/40

Total responses = 4

3. Have hours of service to students, staff or faculty been increased with the 4/40 work week?
YES 1 NO 2 NO RESP. 1
4. Do you feel the previous quality of work has been maintained or improved?
YES 2 NO 1 NO RESP. 1
5. Do you feel the previous quantity of work completed has been maintained or improved?
YES 2 NO 1 NO RESP. 1
6. Do you think there has been a cost benefit to the State as a result of the 4/40 plan?
YES 0 NO 3 NO RESP. 1
7. Do you think the 4/40 schedule made absence more of a problem to remaining employees?
YES 1 NO 2 NO RESP. 1
8. Do you think the 4/40 schedule itself caused other problems for employees not on that schedule?
YES 1 NO 2 NO RESP. 1
9. Do you think individual hardship problems have been handled fairly?
YES 2 NO 0 NO RESP. 2
10. Do you think provisions for supervision, assistance, and security have been adequate?
YES 3 NO 0 NO RESP. 1
11. Do you think that morale is as high or higher with the 4/40 work week?
YES 3 NO 0 NO RESP. 1
14. Are you in favor of continuing the 4/40 work week in your area?
YES 4 NO 0 NO RESP. 0

APPENDIX G

STAFF COMMENTS TO QUESTIONNAIRE BY QUESTION, OPERATIONAL AREA, WORK PLAN, AND
RESPONSE TO QUESTION

Staff Question 3, General Administration on 4/40, yes

Students aren't forced to leave work early in order to get here by 4:30.

We serve 10 hours more per week.

It is much easier to keep up with the work in the extra hours per day, filing, etc.

We can serve both day and evening students.

Working later hours gives service to those students that have evening classes only and to working people. Earlier starting hours allow more time for paper work without interruptions by phones or students.

Mostly to students.

We are open until 6:00 p.m. instead of closing at 4:30, which helps students who work during the day and cannot get here by 4:30.

Increased by 10 hours a week.

Our hours are from 7:30 a.m. - 6:00 p.m. which I feel is a convenience.

Also off campus.

The service has increased since we have 2 hours more in which to help them.

Students who normally work during the day and are taking classes in the evening are offered additional services-especially during the registration period.

A little, not much. You can accomplish more work before 8:00 a.m. and after 4:30.

Generally in the afternoons.

Office hours last later into the evening, although not as late as they could, if the shifts were even more staggered.

The increase of hours enable those working students and evening students to come and discuss problems or questions regarding admission. I do believe, however, that the majority of students still do not realize that the 4/40 is in operation.

Students can now come in and take care of business until 5:30 p.m.

But it is a good increase. You have more time to help everyone and more time to get all work done within that time.

As we are in the duplicating area our machines get an extra hour and a half each day of running time for each cleaning which takes from one-half to forty-five minutes a day.

Available from 4:30 to 6:00 p.m., also from 7:30 to 8:00 a.m. Other offices not on 4/40 are closed.

Better adaptable to type of service.

Students.

Working people (students) have a chance to air their problems and handle things that are difficult to answer over the phone. Many have said that the office closing at 4:30 was discrimination against them and they did not like taking work time off for problems.

The hours of service have been increased, but after 4:30 there is not much student contact, therefore, we are able to get more of our work done without interruption.

We have 2 extra hours per day.

Everything opens or stays longer hours which I find helpful if you can't go at another certain time.

Due to the longer hours our services are available.

Of course, office is now open 50 hours a week as opposed to 40.

We have a great deal of public, faculty and staff contact and with staying later and opening earlier it gives people a chance to still take care of business.

Staff Question 3. General Administration on 4/40, no

We were already open from 7:30 a.m. to 10:30 p.m. before the 4/40 week.

Staff Question 3. General Administration not on 4/40, yes

Mainly from 4:30 to 5:30 p.m. only - very few students are on campus at 7:00 a.m. seeking assistance.

Information window hours are longer.

Especially beneficial in night hours. It is a waste of time to come in before 8 I think.

Our department is now open until 6:00.

This is a very good service for evening students and the main reason for the continuing of this type of program. I'm sure many people are able to maintain the pace, and this is important for them.

To a small percent of students who work during the day.

In some areas such as the Cashier's office--not all areas, however.

Gives students, who work a chance for personal contact.

Hours of service to students, etc. have increased, but flow of calls and contacts decrease after 4:30.

But students don't seem to use the extra hours.

Student contact room (302) now open longer to service students.

More availability for service.

Able to process and refer staff employment applicants during extended hours and assist University faculty and staff with personnel problems.

Staff Question 3. General Administration on 4/40, no

Hours of service were increased prior to the 4/40 experiment, but were more easily covered by the staff because of it.

Most students on campus are not aware of the extended daily hours.

The outer office is not open the same hours so students, etc. do not benefit but other departments do.

Perhaps some service to students with the longer office hours but very few take advantage of it.

Hours to the staff have increased, ten hours a day, however, the students are not aware of our increased hours! We are not allowed to tell the students that our hours are 7-5:30!

Our department serves the college from 7:30 a.m. until 10:30 p.m.

Staff Question 3. General Administration not on 4/40, no response

From what the employees say it does not sound as if any additional service is offered.

Unnoticeable.

Staff Question 3. School/Department Office on 4/40, yes

High school teachers, who are graduate students are now able to get to the office before we close.

Classes in our department are only offered in late afternoon and evenings and the additional late afternoon and evening coverage has been a tremendous help to faculty, students and staff.

Office is covered 11 hours each day.

There have been two hours a day more by the employees on the 4/40 that were not available before to faculty, staff and students.

Late hours have helped.

The students and faculty have been favorably receptive.

In our department office, the hours of 7-8 a.m. and 4:30 to 5:30 p.m. have been added to the office's service to students and faculty. I have kept careful tabulation of all phone calls, contacts with both students and faculty during these periods and have found these to be substantial, more so as time goes on and more find out we are open.

We are now able to service the night students.

Staff Question 3. School/Department office not on 4/40, yes

And should improve as more students realize we are open longer.

Since interruptions have been lessened more time can be spent with work.

Staff Question 3. School/Department Office not on 4/40, no response

Unable to evaluate.

Not in a position to comment.

Staff Question 3. Student Services on 4/40, yes

The hours of service have increased to 2 more hours per day but individuals still work only 40 hours per week.

I would usually stay in the office until 5:00 p.m. anyway.

Staff Question 3. Student Services not on 4/40, no response

Our office is not on the 4/40. Admissions and Records information window is open M-Th 8:30 - 7:00, F 8:30 - 4:30.

Staff Question 4, General Administration on 4/40, yes

You get just as much or more done.

Some training and diversification efforts have been forced.

The quality has remained the same.

Improved.

Definitely maintained and in many cases, improved depending on area of work.

I feel the quality of work has been maintained.

Maintained. Fewer interruptions in the early morning hours of 7 to 8 a.m.

Production of work has stayed the same. Maintained. Quality is still the same.

Improved: less persons in office during early morning and late evening hours and less telephone interruptions lead to more productivity.

It's working out just fine in our office.

Definitely maintained.

More time to get work done (improved).

Improved--student traffic is almost non-existent from 7 - 8 and semi-light from 4:30 - 5:30. It is at this time (minus numerous phone calls) that I get 1/4 of the days work, completing intricate charts and tabulations, etc.

Doubt if there has been any improvement.

I feel the quality of work has been maintained. We do our work as well as on a 5/40 work week.

Yes, I seem to get more work completed with more hours a day and even with the day off, I have no problem catching up the day after.

At least equal if not better due to better morale.

I feel it has improved as we have additional time in the day to finish work.

Staff Question 4, General Administration on 4/40, no

Maintained.

In our area, extra time cannot improve quality.

Staff Question 4, General Administration on 4/40, no response

I cannot say.

Staff Question 3, General Administration not on 4/40, yes

Maintained.

There has been no reduction in quality.

Maintained only, not improved.

In some areas it has improved, but mainly maintained.

Maintained.

Took some period of adjustment but all seems to be functioning efficiently and speedily.

Maintained - not improved due to less employees available on the 5th day.

Maintained.

The extra quiet hour in the morning and evening allow a lot more work to be done without phone interruptions.

Staff Question 4, General Administration not on 4/40, no

Still below.

By 4:30 - 5:00 most people become tired and the quality of work decreases.

Clerical staff does not work as hard from 7:30 - 8:00 and from 1630 - 1800.

Maintained probably, not improved.

Staff Question 4, General Administration not on 4/40, no response

Not qualified to answer this.

Staff Question 4, School/Department on 4/40, yes

A much needed program especially in larger departments. Especially helpful during periods of registration, also in running quizzes and the preparation of last minute material for 8 a.m. lectures and labs.

The time that is quiet after regular hours allows more time for thought and less confusion so that work can be done faster and more accurately.

Work has improved. Early morning and late afternoon hours are less hectic, therefore, the quality and quantity of work has improved.

The 1st day relieves pressure of late afternoon rush work so the quality of work has been improved.

Staff Question 4, School/Department not on 4/40, yes

Since interruptions have been lessened, more time can be spent with work.

Staff Question 4, School/Department not on 4/40, no response

No way to evaluate.

Not on 4/40 so not in position to comment.

Staff Question 4, Student Services on 4/40, yes

Improved

More time to finish & improve quality of projects.

Staff Question 5, General Administration on 4/40, yes

Yes, more time to work on things and follow through.

Sloughing off is more difficult and has caused disguised complaints.

Maintained.

We now have that extra hour or two for our telephone file. That is, keeping them up to date. Also more time to help the evening students.

Longer work hours are more practical because projects may be finished. Time is too broken over a 5/40 work week.

I think it has improved and you have more time to help students, and do your work.

Maintained. Fewer interruptions in the early morning hours 7 - 8 a.m. Additional day off relieves some frustrations caused by repetitive and tedious tasks.

Work is kept up.

Improved; less persons in office during early morning and late evening hours and less telephone interruptions lead to more productivity.

Maintained if not improved. The early hours from 7 - 8 and the late afternoon hours from 4:30 to 5:30 enable one to work more comfortably and there is less strain upon the employee as telephones do not ring as much as in the afternoons and the office is generally more quiet.

Improved greatly.

Improved. Errors are made when you have to leave certain projects to answer students calls and have personal interviews. The one hour before 8 and one hour after 4:30 are ideal for this type of work.

Doubt if there has been any improvement.

I feel it has been improved because we have two extra hours a day during which the phones are not as busy and we accomplish more.

Yes, I seem to get more work completed with more hours a day and even with the day off, I have no problem catching up the day after.

Quantity, limited.

At least equal if not better due to better morale.

Same feeling, the work quantity has improved, we have additional time, and the work is not as hurried.

There is more time to keep things caught up without telephone interruptions.

Staff Question 5. General Administration on 4/40, no

Maintained. Maybe improved every day but Friday.

There isn't enough work to keep the clerical people busy.

Staff Question 5. General Administration on 4/40, no response

No difference.

Staff Question 5. General Administration not on 4/40, yes

Maintained.

We can now accomplish more because of slack times before 8 or after 4:30.

We do all there is to do. We have not promoted work any faster.

I feel that it improved, because I felt more refreshed to work on the four days by having the extra day off.

Maintained only, not improved.

In some ways it has improved, but maintained mainly.

Work load fluctuates as anywhere else and staff have been able to keep up, even with vacations.

The extra quiet hour in the morning and evening allow a lot more work to be done without phone interruptions.

Staff Question 5. General Administration not on 4/40, no

Maintained probably, not improved.

In fact, feel it has somewhat declined.

With people fatigued they tend to produce less work.

Still below.

A 10 hour day seems to be too long a day for some and production in my opinion, is really less.

Definitely not. More work stacked up on desks due to being off on 5th day.

Staff Question 5. General Administration not on 4/40, no response

Yes & no. When we're busy it's nice to have the extra time, but when it's slow, it's slow!

Not qualified to answer this.

Ask superior's name.

Staff Question 5, School Department on 4/40, yes

The longer day relieves pressure of late afternoon rush work so the quality of work has been improved.

Work has improved. Early morning and late afternoon hours are less hectic, therefore, the quality and quantity of work has improved.

Yes, the time that is quiet after regular hours allows more time for thought and less confusion so that work can be done faster and more accurately.

A few areas may have suffered, but as a whole believe it has been maintained and in some respects, improved.

A much needed program especially in larger departments. Especially helpful during periods of registration, also in running quizzes and the preparation of last minute material for 8 a.m. lectures and labs.

Staff Question 5, School Department not on 4/40, no response

No way to evaluate.

Staff Question 5, Student Services on 4/40, yes.

Improved

Much more work can be completed

Staff Question 5, Student Services on 4/40, no

Stayed the same.

Staff Question 6, General Administration on 4/40, yes

Employees are less likely to abuse sick leave since they have that extra day.

I find a week day off helpful for appointments, etc. that would require time off during the regular five day work week.

Less overtime, less meal reimbursements.

Marginal operations are compelled to perform some degree of introspection and procedural therapy.

Less overtime is being paid out.

Less absenteeism.

Because we get to work less overtime.

Longer hours for student availability without hiring new personnel or paying out for overtime.

No overtime has been worked.

Most likely, since there is probably less sick & vacation time being used (this is just a guess, based on information I've read from other State agencies' 4/40 reports).

Extra day off adds to work incentive, accomplish assigned tasks so extra day can be taken.

Definitely to the State's advantage.

I don't know.

In all fairness I cannot say yes or no (however, yes was checked). Maybe lack of overtime could be a benefit.

Less overtime (actually none) during peak work periods and less vacation and sick time used to take care of personal business.

Construction of a new bench for a technician became unnecessary because of the 4/40 plan.

People aren't sick as often; more work done.

No need for overtime.

On a holiday I am required to make up 2 hours or take 2 hours vacation time because the State only gives me 8 hours off for a 10 hour work day.

Staff Question 6, General Administration on 4/40, no

Too much extra time per day with nothing to do.

People tend not to take off as many days when on the 4/40.

I find it hard to see it as a benefit.

Staff Question 6, General Administration on 4/40, no response

Questionable; don't know; don't know; unable to answer; that's a hard one to answer. There surely hasn't been a loss; don't know;

Staff Question 4, General Administration not on 4/40, yes

Because the set up time and clean up time has been lowered by a 4 day work week many times.

Because we can help more people at later hours with no more help required.

There were fewer overtime hours to be paid. I think this depends on your section supervisor. In our office we worked in the same manner. I noticed some offices where there was lack of supervision, where there was a great deal of visiting instead of working in those extra hours. But this can hold true during regular hours--and it does.

Offices are open longer but cost for employee wages stays the same.

No need for overtime because of flexible hours scheduled.

Staff Question 5, General Administration not on 4/40, no

Overtime whether paid or taken as compensating time off is still requested by those persons on 4/40.

There appears to be more boredom on the job for those on 4/40.

Cost is same.

No change that I can tell.

Don't think State is getting its money's worth from staff at night.

Staff Question 6, General Administration not on 4/40, no response

I don't see how cost is involved.

I am not sure.

No idea.

Staff Question 6, School Department on 4/40, yes

Seem to be able to accomplish twice as much work in a more relaxed manner. Can be more civil to students, faculty and staff.

Staff are not putting in additional time, yet the offices are available for longer periods of time.

I can work much faster on work which requires concentration and accuracy, in the more quiet hours without constant interruption. Work of this nature can be saved for the early morning and late hours.

Staff Question 7, School Department not on 4/40, yes

If you had 30 hours a week office coverage for the cost of 40 hours, the answer is yes.

Staff Question 8, Student Services on 4/40, no response

I have no idea.

Staff Question 7, General Administration on 4/40, yes

Due to my supervisor working in another office, I am not able to take my vacation which was planned since February because rank has its privileges.

Staff Question 7, General Administration on 4/40, no

I believe that when arranged correctly, there should be no problem to remaining employees.

The days off are split up so there would be enough to cover the office at all times.

No problem if no one is out or on sick leave or on vacation.

No, I find the phones still able to be covered and the work kept up to date.

Not at all. Where I work everyone knows everyone else's job.

But again, it forced recognition of planning defects and operational weaknesses.

So far it has not interfered.

No since days off were equally distributed during the work week.

Vacations are just beginning so far no problem. Will have to wait & see.

In a large office such as mine there's always someone around to answer phones, etc. In a small office, I'd imagine it would be a problem.

More chance for job rotation and cross training within an office or department enhances overall operations.

Just the same as the 5 day.

All problems are solved.

Not really. Only once in awhile when you have people on vacation and some out sick on a short staffed day.

Adaptation to absence of other employees quite easily.

It was a problem before when we had Mondays and Fridays off. Now we have only one person off each day of the week and no problems.

Staff Question 7, General Administration on 4/40, no response

Depends on how large your section is. Mine - yes, there are minor problems.

I have heard nothing detrimental to the 4/40 as yet. The biggest problem occurred during the week we had a holiday (then we revert to the 8 hour day). Then we were understaffed.

At first when all on 4/40 had 3 day weekends. Now we rotate days off to effect better coverage.

Staff Question 7. General Administration not on 4/40, yes

At first most clerical employees were off on Mondays, most admin. on Fridays. However, when one additional clerk changed to Friday off, the staff was well balanced to meet Monday demands. On rotating days off only confusion has been filling in details missed.

Our section was too small to allow for any absences while on the 4/40. That is why we had to go off of that schedule. However, I know the problem could have been solved. We have three main employees and one clerk. The three main employees (the ones helping the students) should have had different days off, but two employees chose the same day off, including the supervisor.

Sometimes there was a problem of taking time off because certain areas would not be covered.

When a 4/40 person is absent on a day other than their day off it makes it hard on all the other employees, whether they're on the 4/40 or not.

Heavier phone answering load.

When information is needed from other areas, often a student must return another day because it is inaccessible.

Work schedules had to be shuffled in order to cover sick persons hours.

Definitely, insufficient personnel to maintain their own and the overall work flow

In a small office such as ours, we have all we can do to cover during vacations and illnesses without one extra day a week for a few of the employees.

Many "offenders" abuse the 4/40 by staying out one extra day due to a minor ailment, thus working only three days per week!!

In a small office, some days it really causes a problem.

Extra heavy.

Covering of the phones. Sickness and vacations have been strongly felt.

Created an additional burden to those employees not on 4/40.

Staff Question 7. General Administration not on 4/40, no

Not really, just a little more juggling but no problem.

In our area absenteeism was decreased but it has been observed to remain unchanged or increased in other areas.

Not in this office.

It seems that people become ill more often.

There were enough remaining employees to handle the days work load.

Staff Question 7, School Department on 4/40, no

Not in our department. I am off Fridays and there are two other full time secretaries on duty.

No more so than on a 5 day week.

Employees are anxious to pitch in for one another since they themselves also benefit.

Staff Question 7, School Department not on 4/40, yes

In some departments.

Staff Question 7, School Department not on, no response

Mainly only during busy peaks such as midterms; finals and registration.

Staff Question 7, Student Services on 4/40, no

It made it less of a problem.

Staff Question 8, General Administration on 4/40, yes

Heavier work load at first.

By not being on the 4/40 there is no convenient day for Dr. appointments, car repairs, etc.

Jealousy.

Staff Question 8, General Administration on 4/40, no

It was a problem before when we had Mondays & Fridays off. Now we have only one person off each day of the week and no problems.

They seemed pretty happy going home at 4:30.

Not in our office.

Everyone had their choice.

They still had their regular work and hours (no problem)

Other than employees not on 4/40 wishing they were.

It shouldn't really effect them at all; it doesn't in our office.

Not if office personnel worked as a cohesive unit.

Our area is entirely on 4/40.

But again it forced recognition of planning defects and operational weaknesses.

No. Everyone here is on 4/40 and go home at the same time.

For the most part. I think after all people concerned got used to it, it worked out well.

No; however, I think that other employees including myself find that when a co-worker is not here, that we must all work collectively in answering phones, etc. With this arrangement, one must be more responsible and less "horsing around" is seen.

Staff Question 8, General Administration on 4/40, no response

This situation did not occur in this area as all employees were on 4/40.

No inquiry.

Yes & no to the fact. Sure the employees that are there when the others are off are going to have to handle all phones, but it works well and doesn't seem to cause grave troubles.

I have heard nothing detrimental to the 4/40 as yet. The biggest problem occurred during the week we had a holiday (then we revert to the 8 hour day) then we were understaffed.

Staff Question 3, General Administration not on 4/40, yes

It is a problem sometimes in that the work of the 4/40 employee had to be taken over by someone else on his day off.

Some employees are forced to take on other responsibilities.

Definitely!!! because while the people that have their day off are gone those not on the 4/40 must do their work!! The entire day is sometimes spent doing someone else's work because we are not allowed to tell the students these people have this day off!!

Especially on Fridays some areas have too few to handle the needs of other offices upon them.

Throws continuing burden on 5/40 employees.

In our small office, it is an additional burden for the 5 day employees due to heavy student traffic and the necessity of helping individual students at someone else's desk.

Those left in many areas have to answer phones and do the work of other clerks because "students" must be served even though the 4/40 clerks are out.

More responsibilities and less freedom within work structure.

Overload of work without the usual help to handle it.

Other than problem to employees not on 4/40.

Staff Question 8, General Administration not on 4/40, no

In fact in my case it has helped because there is always someone here when I leave.

Not particular.

A bit of envy on the part of those not on 5/40.

Reduced the need - radical changes in scheduling to cover the added hours.

The 4/40 schedule was not mandatory. If it had been, it might have caused problems for employees not interested in participating in the 4/40.

Staff Question 8, General Administration not on 4/40, no response

I don't know. I have had one person tell me that she heard that there were complaints, but I did not personally hear any.

In the beginning it definitely did, with the imbalanced staff, but when changes were made it made a big difference. (At first, the non-participants couldn't keep up with their own workload.)

During such periods only.

Possibly.

Staff Question 8, School/Department on 4/40, no

No one else involved in our departmental work.

Not in our department.

They would have to answer this.

Staff Question 8, School/Department on 4/40, no response

Maybe a few.

Staff Question 8, School/Department not on 4/40, yes

Office not sufficiently covered.

Staff Question 8, School/Department not on 4/40, no

Only when we want to take the day off and a 4/40 person is already off.

Not in my area.

Staff Question 9, General Administration on 4/40, yes

To the best of my knowledge.

Yes, I had a transportation problem where my ride changed days off every quarter and I had to also. Which has worked out fine. But now I have my own car.

Important business matters were taken care of on the day off, rather than having to take the day on a half-day off.

When a problem arises (small or large) you find that co-worker will volunteer to help you in any way they can.

We've been able to try it out, then change back to the 5/40 if not satisfied. We've also been allowed to change our days off, when necessary (i.e. Monday off, but you have an appointment somewhere Tuesday and it's more convenient).

Definitely.

Just have to show a little leniency now and then.

I do not feel we have had any hardships.

Staff Question 9, General Administration on 4/40, no

Offices on campus are not consistent in handling time schedules for holiday weeks, change of day off, etc. on an occasional basis.

Not due to the 4/40 but due to a personality problem in our office.

Staff Question 9, General Administration on 4/40, no response

So Far! So Good!

Staff Question 9, General Administration not on 4/40, yes

If everyone had to be on 4/40, forcing everyone to do it would have caused more problems and when one individual developed a real need to be home earlier his needs were met by discontinuing the 4/40 for him.

4/40 allows for fluctuation in work schedules to meet personal needs.

Those on 4/40 know they have an extra day to take care of any problems.

If the problem came up.

A hardship is a hardship; allowances have to be made.

Staff Question 9, General Administration not on 4/40, no

The 4/40 has really had no bearing on this. Hardships existed for certain individuals before 4/40 and still do.

Department comes first, individual problems or preferences second.

The 4/40's only concern is to look forward to the long 3 day weekend -- the heck with the rest of 5 day duty.

Not caused by 4/40 itself, but could possibly be related because of superior attitudes.

Staff Question 9, General Administration not on 4/40, no response

I'm not sure what you are referring to, however, we had a problem in our office which I do not feel was handled fairly. Of our four employees, one was on an extended leave due to illness, which left three. The other two, including the supervisor, chose the same day off, which left me from coming to work one time and illness a month later. I had an accident preventing me from coming to work one time. I was treated in a manner to suggest that it was intentional and we went off the 4/40 with me feeling like I was being blamed for it.

Have not had any problems.

No knowledge of this.

Staff Question 9, School/Department not on 4/40, yes

In my area.

Staff Question 9, School/Department on 4/40, no response

Don't know that there have been any 'hardship' problems.

Staff Question 10, General Administration not on 4/40, yes

Great.

Nothing has changed up here.

Assistance to inquiries is yes, to workers in this area, no.
Supervision and security, yes, as far as I am able to tell. I am not
in a position to be supervised by other than department director who
is not on the 4/40.

Except where a supervisor is needed to make a decision on policy matters.

Staff Question 11, General Administration not on 4/40, no

Supervision not adequate.

No, on the days the boss is off people do not work as hard, also other
offices come in to ask for the supervisor, for she is the only person
qualified to handle certain problems and when they find out it's her
day off they must wait another day until she returns.

The doors of our building are locked at 5:00.

Staff Question 10, General Administration not on 4/40, no response

Was slow to start. Not certain that provisions for supervision have been
adequately made.

Staff Question 10, General Administration on 4/40, yes

I feel that the majority of offices shouldn't need supervision. We are supposed
to be adults. If we need watching over, we wouldn't be working.

We have always had someone here, who can answer our questions.

Supervisor has made all necessary provisions.

No doubt about it.

We have had no problems.

Yes. Our senior clerks do a good job covering when our supervisor is off.

The radical students are usually day students not night students so security
is okay. We are adults and fewer in number so supervision is not necessary.

Very much so.

A mixed bag.

Same as usual.

We have trained personnel that can handle problems when supervisor is off.

Staff Question 10, General Administration on 4/40, no response

I didn't know we had these extra provisions.

Staff Question 10, School/Department on 4/40, yes

Our chairman is in at 7 a.m. every day and is usually in his office until 5 or 5:30. He greatly appreciates my answering the phone so he will not be bothered with it during the extra hours.

Work is done and assistance always available in the department for emergency problems.

Staff Question 10, School/Department not on 4/40, yes

In my area.

Staff Question 11, General Administration on 4/40, yes

Yes. Everybody looks forward to that day off.

High! High! High! Before 4/40 I started work early (without pay) and often promised students I would stay late to help them. I am not a martyr--I just can't say no). My extra day off is a reward for me.

Because we look forward to a day off.

For total work force since lines of authority and responsibility have been clarified.

Higher.

When you can accomplish more in a day, that greatly improves morale; also the day off each week boosts morale.

Higher. One more day during the week to take care of business at facilities not open on Saturday/Sunday.

People like the idea of a three day weekend. Gives more chance to do personal things.

I know I'm happier.

Much, much, much higher!!

Morale is as high. Three day weekend is more relaxing.

I feel that morale is definitely higher with the 4/40 week. I personally prefer the 4/40, 1. because I prefer working early hours of the morning when I am more ready to work and more alert, I find that the 10 hour day seems no longer to me than the 8 hour day. It might be because the hours from 7 - 8 and 4:30 - 5:30 go by very quickly when you are busily at work. The extra day off is something to look forward to, and I personally try to get most of my work done and ready to be sent out in the mail before I leave on Thursday.

Definitely increased morale.

I am sure that morale is higher because people have a chance to spend more time with their families.

Higher.

Higher.

Yes, very much so!

Higher. Having a day off gives me an extra incentive and makes life more interesting, therefore helping my enthusiasm for my job.

I think its higher. Everyone looks forward to an extra day for personal business.

Higher.

Higher.

Higher.

It was at the start of the 4/40, I think it might be lagging now.

Staff Question 11, General Administration on 4/40, no

Due to low morale in office, not 4/40 plan.

Stayed the same. No individual problems.

Higher.

Staff Question 11, General Administration not on 4/40, yes

The morale was definitely higher in our office.

Because its what the individual wants, not the department.

Much higher.

We are in an area of 4 people. Two are on the 4/40 and 2 on 5/40. Morale is the same.

Yes. Four days of this place should be all anyone should have to tolerate.

Everyone seems to be quite pleased.

Higher. Those on anticipate days off and plunge into work in higher spirits even in peak times. For myself it gives me an opportunity to learn different office functions and the week seems shorter with the change in staff.

It's different. Like getting a holiday weekly even though hours worked total the same.

The 3 day weekend is a great morale builder. The staff is not dragging as much at the end of the week.

Morale very high on a 4/40.

For the people on it yes, those who are not must handle the 4/40 person's work and that is quite unfair.

Staff Question 11, General Administration not on 4/40, no

Morale is lower, more work piles up.

I think 10 hours causes a lot of strain.

Morale perhaps is higher for those on 4/40 but is certainly lower for those that have to remain on 5/40 as the workload is much greater for them due to assisting students.

Same. Most employees like the extra day off during the week.

4/40 serves only supervisory, as far as I can tell. Others have to take what is assigned by above.

Staff Question 11, General Administration not on 4/40, no response

Hard to say. One does get very fatigued.

I think that people are happy because they have an extra day off, but they are so anxious for that day to come that sometimes their work goes lacking in anticipation of the day off especially the day before their day off.

Average.

Same as before.

Not mine because I'm not on the 4/40.

Have noticed little change.

Staff Question 11, School/Department on 4/40, yes

Employees more pleasant knowing they have a 3 day weekend available.

We have adapted beautifully. I can't speak for the rest of the Department but my morale is way up there!!

The extra day off seems to help this. It also seems to reduce fatigue and nervous tension with the extra day off. At least it does in my case.

I feel morale is higher because there is less worry when you need to take care of personal business. Staff are doing this on their days off instead of taking off time.

Staff Question 11, School/Department not on 4/40, no response

Not much change.

No way to evaluate.

Staff Question 11, Student Services on 4/40, yes

Higher morale.

Staff Question 12. Can you give me information on 4/90

My day off.

It gives me more time with my child on my day off. Also I see more of my husband.

Having every Monday off.

The extra day off during the week; less traffic to and from work.

Naturally having the third day off.

Getting out of traffic in A.M. and behind the P.M. traffic rush. I travel a great distance and my traveling time has been cut in half. I also like the one weekday when other businesses are not closed.

The extra day to take care of doctors appointments, personal business, etc.

The extra day for personal business or enjoyment.

It has opened up a whole new world! It has changed a five-day routine schedule that has almost become a rut. Traffic is not as heavy during early and later hours. Parking is easier. Clothes & car expenses are 20% less.

An extra day off and flow of work seems better with the longer day - have a quiet time (7 - 8 & 4:30 - 5:30) when phones are not so busy so can get twice the typing, etc. done in same time as 8 - 4:30.

The extra day off a week to take care of things at home that you can't take care of on Saturday or Sunday.

I like knowing that I have one day a week no matter what day to spend with my family, children, and take care of my home & business.

Everything!!

The extra day off; parking; less traffic; hours from 7-8 and 4-5 thirties are relatively quiet as compared to the afternoons. There is less traffic and less phone interruptions. All these are incentives.

Three day weekend relieves pressure.

Short week (or at least it appears that way) less travel time; less wear & tear on the car; more time to plan things with my family.

I like my extra day to do as I wish such as Dr.'s appointments and I don't have to use my sick leave or vacation.

I like everything - especially the 3 day weekend.

The extra day available to accomplish personal business/tasks; better driving conditions on Freeways.

Hard to say. I like: day off during week; easier parking at 7 a.m.; much quieter office in which to accomplish more in shorter time, less sick leave and vacation used...not necessarily in that order.

Allows for better use of free time, especially on weekends.

The opportunity to perform numerous bits of business without using vacation time, for myself; reduced absenteeism for the office.

A 3 day weekend.

The early hours (7 - 8) for clean up work and chart work. I particularly like not being hassled by students who are upset from hurrying from work to school to have some of their problems aired.

That day off! A longer weekend to get personal things done or to relax.

Business, medical and other matters satisfactorily taken care of. It is a savings toward my gas expenditures.

Time at night to do reports and write promotional opportunities, etc. And of course, 3 days off.

Optimum use of time - both at CSULA and travel.

Longer productive hours and three day weekend.

The extra day off, the quiet before and after the regular work day, the parking. (much easier to find a parking place early).

Saving in time and resources from and to work; adaptability in workload.

I am able to take care of my personal business and doctors appointments without taking time off of work.

I have time to relax on my long weekend and come back to work rested. I can take care of my personal business and save my vacation for a vacation.

I have one day off and it is great. The rest of the other days all work is kept up and maintained.

The day off. Coming to work early and leaving late eliminates parking and traffic problems.

Traveling time. The extra day off and business I can accomplish.

A day off to take care of doctor and dental appointments.

More time with my family. I can now save up my sick and vacation leave and use it on emergencies.

For my benefit it makes my business affairs much easier to take care of by planning ahead & time off.

Allows time for medical-dental appointments; car repairs, etc. without using vacation or sick time.

Convenience of parking at earlier hour and extra day off.

Three day weekends.

Being a wife, mother & full-time employee the extra day gives me an opportunity during the week to accomplish some of my family responsibilities.

Looking forward to that extra day off.

A day off during the week is very nice to take care of things that cannot be done on Saturday or Sunday.

It seems to be a more efficient use of time.

Having an extra day off; missing heavy traffic; no parking problems.

Extra day at home.

Three day weekend. More time with my family on the weekends.

Allows time for personal business and dental appointments. Less driving time.

Staff Question 12, General Administration not on 4/40

Early and after hours allows more time for paper work because the phone does not ring very much during those hours.

Flexibility of work schedule to cover needed hours of service.

It is easier to work on the days the 4/40 are off - less noise, turmoil and confusion in a large office.

3 day weekend. I feel that I can do more work in 4 days of 10 hours.

Not on it.

It gives you an extra day to get many things accomplished.

I'm not on it.

The hours are better for the students.

N/A

I was never on it but I think a four day work week and three day weekends are great.

I believe I can get more work done when I can work a 10 hour day. Extra day off is also great.

1 day off naturally

The administrative offices are open later for night students.

Having that extra day off on Friday or Monday allowed an expanded social release for the weekend. I noticed the definite improvement in the morale of our supervisor.

3 days off.

Employee morale is higher which results in more enthusiasm for work.

The extended hours we are open to students.

N/A

Adds variety to an otherwise dull 5 day 8 - 4:30 week and enables us to spread "customers" out over a longer period of time; less office congestion.

Having the extra day to take care of matters not possible on weekends.

The time off and the traffic going home is not as heavy.

The three day weekend.

The extra day off.

I don't like anything because it takes 5 days -- 40 hours a week to properly serve our students, faculty and public.

1 day off a week.

I don't.

Nothing.

Nothing I can name that pertains to me. It does, however, make persons on 4/40 seemingly happy having extra time.

That we are able to help more students.

Fridays off.

N/A

Very little, except the employee has an extra day off.

Nothing.

Only need to come to work 4 days a week more because time is available.

Staff Question 12, School/Department on 4/40

Able to better cope with the pressure work, no parking or traffic problems and a 3 day weekend.

Since I work on "long projects" a great deal I can accomplish more without the constant interruptions. Of course it is GREAT to have a 3 day weekend!

Extra day off.

The quiet part of the workday to get work completed without so many interruptions and the 3 days off.

I feel I get more accomplished each day and on a personal basis the day off is beneficial for shopping, banking and other personal duties.

Being able to organize and accomplish a great deal of work in the early part of the day.

Having a day off for personal business.

More hours in the day to accomplish much more and not feel rushed.

My day off.

I am able to finish work projects the same day therefore, not having to drag them out over 2 days. The quiet early morning; late afternoon hours enable me to concentrate better.

My day off.

Staff Question 12, School Department not on 4/40

Not applicable.

Nothing.

Extra day off.

A 3 day weekend makes working more enjoyable and gives the working students office hours they can use.

Staff Question 12, Student Services on 4/40

Having a day off in the middle of the week makes the work week pass more quickly. The extra day off.

Just to come to work 4 days per week. Longer weekend and work week passes quickly. Don't have to rush to get work out on weekdays.

An extra day off. Many things can be taken care of that cannot be handled on the weekend.

Staff Question 12, Student Services not on 4/40

3 day weekend.

Personnel is available for a much longer period each day to handle student problems.

Staff Question 13, General Administration on 4/40

Staying at work from 4:30 - 5:30 and not having as much time in the evening.

There is nothing to say. I like everything about it.

Coming to work on Tuesday.

The long hours.

Getting up at 5:00 A.M.

Needless to say, no one likes to work 10 hours a day, but it's worth it.

Getting up earlier.

Nothing.

Getting home late.

The time schedule.

The changing of days every month. I would like to have a set day off for at least two months.

No complaints!

I dislike reverting back to the 8 hour day when a holiday arises during the week. The hours seem to be long and the day that I normally have off drags on forever.

Nothing except getting up in the morning (but then I didn't like that on the 5/40 either).

Reverting back to the 8 hour week when we have a holiday.

Have no dislikes except I don't like reverting back to the 8 hour day when a holiday falls during the week.

Have no dislikes.

No real complaints except that a 4/32 week would be even nicer!

It shortens the length of free time for each day except for the day off.

Rescheduling of days off. Late working hours during summer time.

The longer hours, but I really don't mind.

Changing back to the 8 hour day when a holiday falls during the week (example 4th of July week we will work from 8 - 4:30 all week).

As for myself, I was unable to pick either Monday or Friday as my day off and for the ones who were on one certain day should switch next quarter to what someone else was on. It gives everyone a fair chance for their own special day.

No dislikes.

Nothing.

Longer day.

No complaints.

Nothing.

Of course the longer days, but it's really not a hardship.

Having to change back due to holidays.

That all the other offices and departments aren't on it. It is quite hard for the telephone operators to connect a call to an empty office.

Nothing in particular.

Can't think of anything I dislike about it!

Long hours every day. Tends to be tiring after 10 hours of work for 4 days.

I haven't seen any severe problems in our office because our staff is divided half and half on the 5 day and 4 day work weeks.

Getting home so late in the evening.

I do not like getting home so late and I do not like to sit around with nothing to do.

Being at work at 8:00.

It does, at times, present a hardship for my family.

Nothing.

Staff Question 13, General Administration not on 4/40

Makes the day long.

Nothing.

Not sure.

Long hours.

Too long hours for efficient work.

Having to come in from 7 to 5:30.

Additional burden of work, i.e., phones, inquiries, having to wait until return of person on 4/40 day off, before being able to finish matters that accumulate.

Lack of production after 8 hours the quantity declines - more talking etc. on the job.

Taking additional time to help other employee's/students thereby slowing your own production on the very necessary paper work.

Made the day too long.

One extra day of serving our students is gone. More employees absent.

The people left at the office when Monday or Friday comes along must deal with not only their own work but with the person whose day off it is. If a student comes in asking for a particular person and she is off then you must pull out her files and stop what you're doing to help.

Not having the 3 day weekend anymore. Since so many on vacation it doesn't work.

When one at the State is on vacation and the other on his day off.

At the end of the 4 days in a row, you get tired.

Not being on it, nothing really.

The absences and time off when they run consecutively makes it hard on the employees.

Getting here early.

Can't think of anything.

Sick leave time.

Our hours were set at 7:30 - 6:00. I preferred 7 - 5:30, but our supervisor designated the hours to suit herself--and stated that fact when we asked if we could have the 7-5:30 instead.

10 hour day too long, naturally.

Phone answering is a heavier load for those offices not on it.

On Mondays and Fridays it is difficult to acquire documents from other departments.

Not on it.

No problem at all in our area.

It is too early in the morning to come to work. I would rather come in at 8.

Unavailability of various office personnel when needed (on their day off).

Staff Question 13, School/Department on 4/40

Getting up at 5:30 in the morning!

Not getting the full ten hours on holidays.

Sometimes I'm rather tired at the end of the day.

Have no unfavorable comments.

I do not feel that there are any drawbacks.

Getting up earlier in the morning.

The one day when our work force is a little sparse and one cannot always get out for a break.

Takes a few hours after being off to orient yourself.

Getting to the office at 7 a.m. It is a drag, but worth it when Thursday evening comes around.

Can't think of anything derogatory.

Staff Question 13, School/Department not on 4/40

The problems of peak work periods and other staff members wanting to take off a Friday but we usually work it out.

Staff Question 13, Student Services on 4/40

Not on it, I like it.

Staff Question 13, Student Services not on 4/40

Long hours.

Finding out "off days" of certain personnel who handle specific tasks.

Staff Question 14, General Administration on 4/40, yes

Less people are off as far as sick leave. You get the same amount of work done as you do on a regular 8 hour work day.

By all means.

Everyone likes it.

Can't imagine going back to an 8 hour day. It seems like it would be impossible to get everything done.

and in all other areas.

I feel it has been of benefit to all faculty, staff, and outside employment.

The people who are now on the 4/40 enjoy working these hours and these days and I feel it would be unjust to change back to the 8 hour day. I think it would take me a long time to adjust to reverting back.

Definitely.

I think that it is the greatest thing that has happened at Cal State.

Seems to me it is working out fine.

Definitely.

The technicians were for it, but the AV administrator has been against it all along.

All for it!!

I would be greatly disappointed if we should discontinue the 4/40 week.

I think it's great overall for everyone and would cause less absent employees.

Everyone that is on it enjoys it. And the people that are on the 5/40 go along with it just fine. But more time is still needed.

Staff Question 14, General Administration not on 4/40, yes

Only if it has benefited faculty and staff. As far as I'm concerned, it has not to any significant percent.

For the type of work we do the hours are flexible.

Very favorable operation, providing extended services to campus.

But I think it still needs ironing on in a few areas.

Our office is understaffed, when the right persons wake up to this fact, and we get at least one extra evaluator (if we can), we hope to go back on the 4/40.

Scheduling worked out fine -- I'm in favor of it.

I'm in favor of it for those who want to work it. For me it meant greater fatigue and a sacrifice of educational advantages such as classes in the evening.

I like working late hours. The employees on the 4/40 schedule prefer it to the 5/40.

Staff Question 14, General Administration not on 4/40, no

Allright for those capable of working 10 hours daily as efficiently as an 8 hour day over a 5 day week.

We are a Public Institution requiring a full staff of employees 5 days.

Our office consists of 8 people and when Mondays or Fridays come along no one is really left. The people that are must work twice as hard. There were times when we could not take a break because not enough people would be left in the office to handle the phones. Two people would have to answer four phones and the students themselves.

My area is not on the 4/40 due to the limited amount of full time employees.

Staff Question 14, General Administration not on 4/40, no response

No real comment because I am quitting.

Only if the employee could have the choice of coming in between 7 - 5:30 or 7:30 - 6:00.

Immaterial.

Staff Question 14. School Department on 4/40, yes

Definitely anxious to continue on this plan. Everyone seems to benefit in our area.

Faculty, graduate assistants and students have adapted to the new time schedule and have gotten to depend on it in many ways.

If the consensus agrees that we are maintaining our responsibility.

It has worked out very successfully to the advantage of both the State and the employee.

Staff Question 14. School Department not on 4/40, yes

I think it is a very good idea!

I wish I could participate in this program. It's not possible for me.

Staff Question 14. Student Services not on 4/40, no response

It's up to the people who are on 4/40.

Staff Question 15, General Administration on 4/40, yes on 14

A. Staggered start time, i.e. early as 7:00 a.m. B. Non 4/40 employees should not have preference for Friday/Monday time off. C. Restricting supervision from 4/40 or permitting supervision to avoid trials in good faith reduces chances of 4/40 being an unqualified success.

I really like the 4/40. Does not interfere with my family life. I get just as much done at home, whether I get off at 4:30 or 6:00. Love 3-day weekend.

I think the staggered hours between the shifts has helped traffic around the campus tremendously.

Right now we are asked not to shift from the 8 hour day to the 10 hour day but I think it might be nice to be able to alternate every other month. Also, when we have holidays, I think we should be allowed to have 2 days off that week and not switch back to the 8 hour day (some offices are already doing this). How about working from 6:30 - 5:00?

Working students are given that extra service I feel they really deserve by our office being open until 5:30.

Registration is open from 11 to 7 during registration. Working hours are from 8 to 7 hours during periods between registration hours have been increased to 6 or 7:00 from 4:30. These extra hours are a definite positive bonus to late afternoon and evening students.

No additional suggestions, but would like to add that I do hope this 4/40 week is on a permanent basis.

I save about a tank of gas a month and my tank holds approximately 22 gallons. Also, my car is off the road 4 days a month which helps ecology. It gives me a 3 day weekend to do extra things I couldn't do before. The traffic isn't as congested at the earlier hour.

In the long run the State would save money, because there would be less absence. I do believe that if only a portion of the school goes on the 4/40 that each and every office and department have an evening office person or persons. It's quite embarrassing connecting an outside person to an extension that doesn't answer and have to tell them to call back the next day. A lot of people (students) work days and the only time they can call regarding school business is after 4:30 p.m. after they get off work. I hope you can understand what I'm saying. Personally I love the 4/40. Thank you.

I feel that this program has lifted many employees morales and if the 4/40 plan were to stop it would be a big let down. If you have to work, it sure helps to get a little boost now and then.

In our particular office, 2 out of the 3 evaluators are on the 4/40 week. I feel that the quantity and quality of work has been maintained. The 3 day weekend gives an extra day for added relaxation. The week does not drag for 5 days and I feel more productive for the 4 days that I am here..

If a department is having problems they should hire part time for morning and afternoon hours to cover when people are gone or out of the office.

I think it should be set up so that offices such as mine are open later than 5:30, by having some people come at 7 or 7:30, others at 8 or 8:15. Still less people arrive before 6 or 7 are plentiful and deserve our attention just as earlier students do.

I like the 4/40 work week and I would not like to change to the old system.

I think it should be available so that those who wish it may go on the schedule voluntarily and not worry about the wishes of those on the 5-day week and vice versa.

A rotation of days off may be more satisfactory in some departments.

Just that it is the greatest.

Continue the plan. Stagger extra day off during week so all can have their fair share of Fridays and Mondays off for 3 day weekend. This "staggering" system to be left to the discretion of each department.

OK

Yes, it should be tried in every department. There would be a lot less absence, and a better relationship among employees.

I would suggest a full year of the 4/40 plan for an adequate evaluation. Some people can only accept new ideas and life style by exposure. If possible, every employee should be given the opportunity to evaluate the 4/40. Even if it doesn't last (the 4/40) I thank you for the opportunity. Oh yes, I have little parking problems coming early in the morning. Traffic is rarely a problem.

1. Ideally, 4 days a week at 8 hours a day. 2. Interest might be kept up on the 4/40 if we were allowed to alternate weeks, say one week on and one week off. This way the 10 hours a day might not seem to drag on so endlessly.

When you are on the 4/40 work week, many things can be taken care of on your day off instead of having to take time off from work. Also, we are able to get more work done between 7 and 8 and 4:30 and 5:30 without the constant interruption of the phones and students.

I feel that in order to have harmony with employees those that want to continue on the 4/40 week should be allowed to do so and the same for the 5/40 work week.

Just hope you let it continue and if not go to a 7 a.m. to 3:30 p.m. day with 30 minutes for lunch, 5 days a week. Everybody enjoys shorter days.

Could use a new supervisor.

Can't imagine going back to an 8 hour day--seems like it would be impossible to get everything done.

The office I work in I feel is the type of office that gives service to all people, people on campus as well as off campus. The 4/40 plan is of benefit to these people because we are open much earlier and late in the evening as well. This gives people a chance to still have time for sign ups, employment, and questions. As for myself I like the 4/40 because I know I have a day during the week to spend with my family and take care of household chores as well as shopping, banking, etc. Also it is a great saver of money for a babysitter. I sincerely hope we can continue the 4/40.

I feel it is of definite benefit to this office to be on the 4/40. Not only is it beneficial to faculty and staff but also to applicants who can't come in during the normal work day.

From what I've seen of it, I am firmly convinced that it should remain in effect in our area, and should probably include the entire University. I am thoroughly enjoying the small aspects, such as only having to awaken at the crack of dawn 4 days a week instead of 5; less traffic headaches--the more I think about it, the more things I like about it.

I think it should be an optional plan whenever possible.

Staff Question 15. General Administration on 4/40, no on 14

Even though we offer an additional ten hours per week service to the University I do not feel that the University has benefitted by it. Our department worked in close contact with vendors and campus personnel which leaves two hours each day that we cannot contact either -- a total of 8 hours per week.

Staff Question 15. General Administration not on 4/40, yes on 14

I feel we should keep the 4/40 if only to increase our student contact. We are a commuter campus and serve a working community who cannot always be here between 8 and 4:30. Also I feel we (Admissions) should handle our vacation time just like other sections do. That's a real gripe for me. I feel when a holiday falls in a week, that 4/40 personnel should get more time off and not have to still work 4 days.

I think that the 4/40 work week should be granted to the staff not as a definite work schedule but as a privilege granted by the supervisor in charge. The supervisor would have the power at any time to take it away from the department or individual whenever he wanted. That would make the 4/40 work week an even more valuable tool to increase production.

If there is a problem in an area because of the 4/40, I feel it is due to the supervisor. I hope the sections who might be having some difficulty do not prevent others from taking advantage of a schedule they like. I think this may be an internal problem, however, I do not see the necessity for all employees of a section to have the same hours if they disagree.

5
We know the students get more hours of service, but the morale of the employees is extremely important. By giving the employees a choice, things should be better. If someone feels they are not better, they should voice their opinion to get the problems of the section ironed out. Our section can handle it, fortunately. Thank you for your time and efforts put in in dealing with possible improvements.

I feel it should remain optional and available to those who benefit from it.

Supervisors really have to work harder with the people on the 4/40 in order to insure that work is really done especially from 1630-1800. It can work, but supervisors being what they are on this campus do not crack down enough.

I think it would be best to have four 8 hour days. Morale would greatly improve and this would improve the quality and quantity of the work.

I've noticed that the 4/40 week works best for those employees that are either single or married with no or older children. For those that do, like myself, it would definitely be too much. I'd spend the extra day off just recuperating and never really enjoy it to do the things I'd like. I'm not saying everyone would feel this way, but I'm sure most would.

The 4/40 schedule is a good plan. Some employees not on this schedule have complaints about it. But I don't think their complaints are valid because the 4/40 schedule is optional. I do not think it is fair to let them ruin it for the employees who do want to continue the 4/40 plan.

It's been helpful to have other offices such as Admissions and Records on it for employment interviews during extended hours. Another added benefit to non-participants is the allowance for varied work schedules such as 9:30 - 6:00, 7:30 - 4:30, 8:30-5:00, etc. etc. so that staff can better accomplish things at home or for appointments, etc. (because of the extended hours.)

Staff Question 15, General Administration not on 4/40, no on 14

Complications arise every week when one is off a day or more, or there is a holiday. The public is confused when some areas can be reached after 4:30 and others cannot; also, frustrating to call individuals, to find them away 1/2 of the work week. Also, it's easy for individuals to spend much of the pre 8 a.m. and post 4:30 p.m. period in newspaper reading, personal calls and "visiting" which is irritating to those who are trying to maintain efficiency for 10 steady hours. Illness and emergencies cannot be foreseen, and in a small office this makes Fridays and Mondays intolerable for those remaining. Fridays from 4:30 on are also very unproductive!

It will work beautifully in a large office. However, in an office such as ours with only 8 employees it's impossible. It also causes a burden on surrounding offices who come in or call for assistance but we cannot handle their requests because there are not enough people and because they may be calling about a particular case and the person who can handle it might be off! It would be beneficial to the students if they knew about the extended hours, they do not know it is available. We are not allowed to tell them! We are not allowed to tell them certain evaluators are off on Mondays or Fridays. The people on the 4/40 work week do not wish to admit they are tired but it takes them half an hour in the morning just trying to get their work started (this only happens to a few of them) and in the evening about 4:30 they start working slower and in some instances don't work at all!!! If you compare the output of work in quantity, the person on the 4/40 does not accomplish any more than the people on the regular 8 hours. Sometimes the 8 hour person accomplishes more than the 4/40 because it takes them half an hour in the morning trying to get going or moving and in the evening as I mentioned before less work is accomplished by the 4/40 because some offices are operating after 4:30 in full force. Certain equipment cannot be used after 4:30 because the person operating it may be gone for the day.

I tried the 4/40 work week as felt was forced into it to satisfactorily complete my workload during last quarter. The two hours from 7 to 8 a.m. and 4:30 to 5:30 do allow for concentration on the paper work but is very unfair for fellow employees that cannot take advantage of it. My health would not allow me to continue--so reverted back to 5/40 and will try some other means to do my job satisfactorily. The summer quarter is not as heavy as the spring quarter, so foresee no real difficulty at this time.

I personally think 8 hours five days a week is better because I would be too tired on 10 hours and the extra day off would be wasted resting up for the following week.

Yes: If the 4/40 is continued then do as follows: (1) Allow only one or two employees off on a Friday or a Monday; take turns; now more than half are out on Monday or Friday, leaving only a skeleton crew (rotate weekends). (2) Remind employees to make their medical appointments on their day off; not on another day - thus working only 3 days - NOTE: If a clerk is on the 4/40 and receives large amounts of mail to be done on Thursday (3 p.m. delivery) he/she cannot do this mail on Thursday and if off on Friday another delivery not done, and Monday's mail yet to come. This makes a total of 3 days worth of mail behind. This is not anyway to serve the students and faculty and general public. We are not a factory, but a Public Institution serving the needs of students.

Staff Question 15. General Administration not on 4/40, no response on 14

I think it should continue for those who are really able to cope with that type of situation; those that are unable to cope will eventually return to the 5 day week and after awhile the school will reach a happy medium.

Don't believe it has cut down on "sick" absences.

More cross learning of jobs to be able to handle or cover for those absent. Perhaps spread our days off evenly throughout the week.

I feel this is an individual choice dependent upon the type of person and amount of pressure on the job to be able to put out the same quality of work in the 9th and 10th hour as in the morning hours. Also on the home and family needs.

I feel that the 4/40 is a good plan, because it extends the services for all involved which is what we are supposed to be providing - SERVICE; however, it is enough for the people (or I should say myself) who work in an office that is on it if you are not.

Staff Question 14. School/Department on 4/40, yes or 14

We used to receive numerous complaints from students because the office closed at 4:30 p.m. not allowing them to take care of business. These students are now praising our new hours. Mental organization of work has improved since we can take care of things in one day and finish them less rushed for time at the end of the day since the late afternoon hours are quieter.

Think more employees should give it a try if it can be worked out satisfactorily in their area, if for no other reason than to relieve parking and traffic problems.

Would like to see it augmented university-wide.

As a whole I like the 4/40 week. I feel it has a lot of bus to be ironed out but as a whole I think the advantages offset the disadvantages.

Rules made on make up of 2 hours remaining from holidays -- when should it be made up.

It seems to me the criticism I have heard that office help would abuse the extra hours (by drinking coffee, gossiping, reading the paper, etc.) are premature and unfounded. In the first place, a person's supervisor should make sure that that person's work load is adjusted so that there will be work to complete during those extra hours. And it takes time to adjust a work load to 10 hours a day instead of 8. But this is not at all unsurmountable; but a matter of adjustment. Of course not every type of work can be made to bend to the 10 hour day. But especially in department offices, where the duties are many-fold and (it seems to me) the chief problem faced by all secretaries is the fact of constant interruptions cutting into the accuracy of work being done--well it just makes sense that work can be done more efficiently in early morning and late afternoon hours when interruptions are at a minimum.

Staff Question 15. School/Department not on 4/40, no on 14

Everyone go on 4/40 or everyone stay on 5 day week.

Staff Question 15. Student Services on 4/40, yes on 14

Excellent idea. Good for personal morale and incentive.

I think that it should remain flexible; that is, participation is not mandatory and also that employees may participate one quarter and not participate in another quarter if that employee so desires.

Please clarify how vacation and sick leave is to be checked off on the absence sheet.

APPENDIX II

Supervisors Data by Item and Office Responding

1. QUALITY OF WORK

Quality of work does not seem to be affected. Fatigue has not seemed to be a major factor. (Admissions)

There was no noticeable change in quality. During the first few weeks there was some excessive fatigue toward the end of the day but this tended to lessen as the schedule became routine. (Credential Section)

I do not believe that the quality of work has been greatly affected by the 4/40 work week. Our employees do not seem to be particularly fatigued at 5:30 p.m. and the general attitude seems to be that the extra day off more than compensates for the additional hours spent on the job each working day. I have not noticed any significant change in the number of errors which occur. (Evaluation Document Control)

A. Variability over working day? With much of our work being routine there seems to be very little difference other than we are able to solve problems easier and faster between 7:00 a.m. and 8:00 a.m. as telephone contact and walk in traffic is very light at that early hour.

B. Affected by length of day? Fatigue? After the first two or three weeks fatigue seemed to be no different than the 8 hour day. The 10 hour day seems only normal now.

C. Affected by covering for absent employee? Duties outside the section are done on Tuesday, Wednesday and Thursday, with the exception of emergencies, in order to have proper coverage of telephones and files. This arrangement has worked out just fine.

D. Before/after comparison data? Less errors as filing of transcripts etc. is often done during first and last hour since during those two hours we have less interruptions.

E. Comparisons of those on 4/40 - 5/40? Office seems normal.. Good cooperation between those on 4/40 and those on 5/40. Quality of work may be slightly better due to less noise and interruptions during first and last hours. (Document Control)

In reviewing the first four months of operation on a 4/40 work week, we feel as though the Cashier's Office was designed for this schedule. The University cashiers worked extended hours approximately 30 weeks per year to meet registration demands, and the 4/40 just offered a realistic schedule and three day weekends. (Cashier's Office)

The switchboard duties are, of course, the most important. Our excellent operators are able to devote more time in maintaining their files and in keeping information up to date and timely. They have also been involved in working on the directory which is a definite "plus" as they work with the departments and staff constantly, and are aware of the correct spelling, extension number, etc. They will also be working on the monthly

billing, so we will soon have an all-function office staff. The clerical staff is able to work more efficiently in maintaining office records and in completing the monthly billing, as well as relieving the telephone operators. (Communications Office)

There was no apparent change in the quality of work performed by the 4/40 employee. Nor were there signs of increased fatigue due to the lengthened work day. (Audio Visual-Graphics)

The immediate supervisor of the two participants felt that there was no difference between the quality and/or quantity of work performed by these technicians while they were on the 4/40 work week schedule as compared to a regular schedule. My observations agree with his. (Technical Services)

There appears to be no noticeable difference in the quality of work produced. Since the employees under my supervision are trained to perform all duties the covering of absent employees did not seem to alter the work quality. (Audio Visual - Photography)

In general, the quality of work has not changed much. Fatigue has not seemed to be a major adverse factor, particularly among the older employees. Younger employees seem to become more restless at the end of the long day. A major quality problem has arisen in trying to cover for "day off" employees. Seems to be some buckpassing, such as "it happened on my day off." (School of Fine & Applied Arts)

The quality of work seems to be the same as before the 4/40 plan was inaugurated. There is a slight inconvenience at times because of the absence of personnel in key areas. (Music)

The other members of our secretarial staff remain on a 5 day week. This arrangement is proving to be very satisfactory with a smooth and efficient operation and with no problems having arisen. (Biology)

I have little opportunity to compare quality of work under a regular program with the 4/40 program and therefore can only say that I am completely satisfied with the quality of work put out by the staff members on the 4/40 plan. (Department of School Administration & Supervision)

The 4/40 work week in the office of the Art Department has proven to be highly successful. In fact, because of a recent emergency which has forced the staff to return to a 5 day work week, students have already complained that the office cannot be open as late in the day as was possible under the 4/40 plan. The later office hours are especially helpful to graduate students, many of whom hold full time day jobs and therefore, take late afternoon and evening programs. Part time instructors find the later office hours equally helpful because they too, for the most part, teach in the late afternoon and evening. Service to both of these groups was greatly improved under the 4/40 plan. (Art Department)

2. QUANTITY OF WORK

If anything there seems to be some increase in quantity, probably due to less interruptions during some periods of time and less absenteeisms for routine personal matters. (Admissions)

There was a detectable slow down of production toward the end of the day. Whether this would have continued indefinitely is unknown. (Credential Section)

It has been brought to my attention that we are occasionally a bit short-handed in our Evaluation section on Fridays, especially if there are a couple of employees out due to illness or vacation. My observation, however, is that this is a minor problem and does not create a serious hardship inasmuch as there are generally enough employees on hand to provide the necessary services. (Evaluation Document Control)

- A. Output affected? Output may have increased slightly due to less interruptions during the first and last hours.
- B. Unit count date? Unit still must meet established deadlines. No problems up to this date.
- C. Effect of start/stop time, interruptions? No more than normal during the regular 8 hour time. Less during the first and last hours.
- D. Before and After Comparisons: Slightly more because of less interruptions.
- E. Comparisons of 4/40 - 5/40? Each employee does normal amount of work for the 8 or 10 hour day. Office is very quiet during the first and last hour. (Document Control)

Each job performed is, in part, unique and it is difficult to accurately measure qualitative unit output. However, subjectively I feel that the 4/40 employee may have increased efficiency to some degree. (Audio Visual - Graphics)

Having an employee on a 10 hour day proved helpful in completing rush jobs sooner. 18,917 items (473 work orders) were produced during this 4/40 trial period of about 5 months. This compares to 18,740 items (465 work orders) for the same period by the same staff a year ago. The above represents a .1% increase in the number of items produced. (Audio Visual - Photography)

Overall, there appears to be little difference in total work output. There are more "personal contacts" made in the office than previously. Some employees have "start-up" problems in the morning, particularly if the supervisor is not present. There is a noticeable reduction of personal business while on the job. The day off seems to provide other opportunities for such business. (School of Fine & Applied Arts)

The quantity of work has increased because of the extended office hours and a rather surprising number of phone calls and counter services after 4:30 p.m. Incoming telephone calls averaged about 46 per week and the counter service averaged about 76 per week. (Music)

Our work output remains on the same high level. (Biology)

In our department, this is one of the strongest arguments for the 4/40 plan. The opportunity to work in the office in an uninterrupted environment early in the day and late in the afternoon has without question had positive effects on the quantity of work produced by the staff. While I do not have concrete data, I am convinced that we are able to produce more work under this plan than under others. (Department of School Administration & Supervision)

Staff members all agree that they can accomplish much more in terms of their job assignments because of the opportunity afforded to work undisturbed to a large degree during the earlier office hours when there are not so many student advisement demands and the telephone is not as active. However, for those students who need advisement prior to 8:10 a.m. classes, staff are available to provide the help required. The early hours also make it possible to check on classroom facilities prior to the beginning of instruction and to process work orders and service requests. Contact with the stockroom attendant can be made early enough so that there is no delay in readying the classrooms. The additional time at the end of the day provides "catch-up" time and also permits contacting suppliers most of which are open until 5:30 p.m. (Art)

3. EFFECT ON STAFF

Employees seem to be able to better take care of personal business on off days. Some days (Fridays) there is noticeably less staff available but sufficient to carry on duties unless some are absent. (Admissions)

The effect on morale was initially excellent for the three employees that were on the 4/40. One of the three, after some time, has concluded that she prefers the five day schedule. The section reverted to the five day schedule because of the inability, with a small staff, to cover for absentees and vacations. (Credential Section)

Morale seems to be good and I have noticed no friction between those who work the 4/40 schedule and those who work the traditional 5 day week. Except for one small section, all staff employees in our Evaluation and Document Control Departments are free to choose under which plan they wish to work. (Evaluation Document Control)

A. Morale on/off 4/40. Trends? Will it last? Morale in this section has always been good. Good cooperation between those on 4/40 and those on 5/40.

B. Covering for absentees. Crosstraining problems. All members of staff in section, including student assistants, are crosstrained. No problems either in covering or crosstraining.

C. Employee questions, gripes. (Responses to these) The only gripe (known to the supervisor) was for the Memorial Day for President Truman. Those on the 5/40 thought those on the 4/40 would automatically receive 10 hours off when those on the 5/40 would receive 8 hours off. When

the situation was explained that two additional hours (either comp time or vacation) would be used to round out the 10 hours everyone was happy. The question has been raised regarding the holiday week as the Admissions Office is one of the few offices which switches back to the 5/40 during a holiday week. Staff on the 4/40 would also like to remain on the 4/40 during a holiday week using the additional 2 hours of comp time or vacation to make the 32 hours. However, this question could not be answered in all fairness or the situation could not be judged until we go through the peak work load period (July 15th thru Sept. 15th) and determine what sort of problems may arise at that time. This particular problem is an internal problem and would have to be determined by Admissions' administrative personnel. This section would eventually like to be given permission to try remaining on the 4/40 during a holiday week.

- D. Holidays--vacations? No problem. Coverage is arranged in advance.
- E. Fatigue--health--meals--parking? Much better parking and less traffic for those on 4/40. No problems otherwise.
- F. Personal business on days off? Staff has arranged to attend to personal business on their days off. Certainly has cut down on short absences in this section.
- G. Accident rates? No more than normal - pinched finger, paper cut, etc. (Document Control)

We feel that the morale of the staff on the 4/40 has improved immensely. The overtime that they were required to put in on the five day work week was exhausting and after a period of time, very hard on the morale. (Cashier's Office)

The 4/40 work week has been a morale booster and a stimulating experience. Because the "extra day" allows the staff more time to spend with their families and take care of home responsibilities, we begin our 4/40 week relaxed. It is nice to be out of the "8 to 4:30 five-day-work-week cliche" and yet have the satisfaction of knowing you are doing an even better job than before. Rapport is very good. We have more time to work with each other on related duties, ideas and procedures for better communications, both literally and figuratively. We did have a problem of two people wanting vacations at the same time, but because of our small staff, vacations should not be scheduled at the same time whether on the four or five day week. Holidays have not been a problem, except for one staff member who feels the time should not have to be made up. The remainder of the staff realizes the 4/40 week commitment or 4/32 when a holiday does occur. The time (2 hours) is either made up or vacation time is used. Although sick leave for illness used by the staff was about the same number of hours for the four months preceding the 4/40, two staff members were able to make up time used for family illness because of the extended hours. A definite benefit to the office, and an almost impossible feat with the five day week. The staff was also able to save sick leave and vacation time previously used for medical and dental appointments, car maintenance, etc. We currently have a staff member on a leave of absence for medical reasons (unrelated to job). She was the only one, because of child care center

hours, who was working the five day week. We have not yet found a replacement, but the remaining staff have been able to work around the problem. (Communications)

The morale of the employee on the 4/40 week was higher at first, however, by the fifth month it had returned to normal.

The other employees in the area have positive feelings about the 4/40 work week and the prospect of being on it at some future date.

Since there are five people in the office and only one was on the 4/40 week, I was able to overlap schedules to cover unexpected absenteeism.

The primary question asked is, "if all other conditions are equal, isn't an increase in employee morale reason enough to have an optional 4/40 work week available?"

During the 4/40 pilot program the participating employee has not requested any vacation hours for the purpose of taking care of personal business. The employee informs me that this business is handled on her extra day off.

There were no accidents during the pilot program or during the comparison period of the preceding year. (Audio Visual - Graphics)

The two employees that tried this program wished to continue it, and the third employee desired to go on it. Since only 3 staff employees work in this area the staff is cut to 1/3 if one person is absent when another is off because of the 4/40 work week. This occurred on 8 days during the program. It is also difficult to schedule vacation time when your staff may be cut by 2/3 on certain work days. (Audio Visual - Photography)

The repair-maintenance area usually consists of a supervising technician and 6 service technicians. During the first quarter the 4/40 work week was implemented, a special arrangement was made with the Link Nursing Center for one of the regular audiovisual service technicians to work for them on a part-time basis. The Audiovisual Service Center then hired a part-time replacement. This situation caused a problem with work bench space. The problem was eliminated by assigning the part-time replacement technician to an open work bench space created by the 4/40 work week participant being off. However, it should be noted that this special arrangement with the Link Nursing Center no longer exists. The sample of those that participated from the total technical services area was rather small (2 out of 17) and therefore, its effects on the area rather minimal. Also, one of the participants requested to go off the program after the first quarter. However, he and the other technician have requested to go on the program again if and when it starts again. My feeling was that the morale of the two

technicians increased when they were participating in the experiment. Also, it seemed that the morale of their co-workers went up. (Audio-Visual - Technical Service)

The morale was high when we first went on the 4/40, and it seems to be holding. One staff member was advised by her physician to return to the regular work week due to a health problem that was diagnosed. The problem was not a result of the 4/40 week, but recovery time would have been affected. (School of Fine & Applied Arts)

The morale of our staff on the 4/40 plan is very high and all agree that the day off for personal business is greatly appreciated. (Music)

The morale of the entire staff is very good with no complaints having been voiced. (Biology)

The morale of the staff on the 4/40 plan is outstanding. Both secretaries are very much in favor of the idea and wish to remain on the program. Absenteeism has been at a minimum. Fatigue does not seem to be a real problem. Parking and traffic is easier on the off hours of the 4/40 plan. Personal days off are not serious. (Department of School Administration & Supervision)

There has been no bad experience with the scheduling of staff members to meet the requirements of the 4/40 work week. They have cooperated cheerfully, cooperatively, and with very real consideration for each other when adjustments must be made because of vacations or holidays. (Art)

All staff members agree, and the department chairman has observed, that their morale is greatly improved due to the knowledge that they are providing increased and highly improved service and that they do not have the depressing feeling of never being quite caught up with their work. The additional service provided by the office and the obvious excellent morale of the staff has engendered very enthusiastic response from both students and faculty. (Art)

4. LEVEL OF SERVICE

Hours of service have been extended under this plan, which is probably the biggest benefit the University has derived. This has been a good benefit public relations wise to evening students. (Admissions)

Service to students was extended 1/2 hour in the morning and 1 hour in the evening or 1 1/2 hours per day or 7 1/2 hours per week. It was noted that there was a steady increase in the number of students requesting service after 4:30 p.m. during the 10 weeks we were on the 4/40. (Credential Section)

I am particularly enthused about the 4/40 plan because it affords us an opportunity to provide greater services to our applicants and students. (While I still believe that staggered work hours would serve the same purpose and would obviate the necessity of people

coming to work at 7:00 a.m., I repeatedly hear the contention that employees don't mind coming to work early, that the extra day off is worth the sacrifice, and that staggered hours would only present new and more serious complications). In defense of the increased public relations benefit argument, let me point out that the first appointments to fill up with our pre-admissions counselor are those for after 4:30 p.m. The student contact with Evaluation personnel after 4:30, while not overwhelming, is certainly of such quantity as to recommend that those expanded hours be retained. (Evaluation Document Control).

- A. Hours extended? To whom? 7:00 a.m. to 5:30 p.m. Open to public.
- B. Traffic counts? Before/after comparisons? Telephone calls have been slowly increasing from 4:30 to 5:30 as it is becoming known that we are now open longer hours. Some walk in traffic especially during registration periods. (A tally will be kept on telephone calls and walk in traffic during the month of July for more definite information).
- C. Evidence from users? Some "nice words" have been received from our late callers or late walk ins because we are now open later. Example: Glad to know you are open as I'll have time to get over there after school is out (teachers) or after work. Same with telephone calls. Some departmental offices have commented that it's nice to be able to contact us after 4:30.
- D. PR benefit? See "C" above.
- E. Staggered shifts vs. extension of hours with 4/40? No problem with extended hours when we revert back to 8 hour days during holiday weeks. I have more volunteers than I can use for the late shift or for overtime if it is needed according to work load. (Document Control)

By switching to the 4/40 work week we found that the general cashiering staff was able to accommodate more than 50 people each evening. These are students, faculty and staff members who could not have ordinarily received service from the University cashiers. (Cashier's Office)

We have also noted that the extended hours in the evening and in the morning have increased the efficiency on processing paper work. (Cashier's Office)

All of the staff adapted quite easily to our new hours of 7:30 a.m. to 6:00 p.m. and feel we have been able to work more efficiently and effectively by having the extra time to complete work scheduled for the day. During the week we receive an average of 25 calls from 7:30 to 8:00 and an average of 170 calls from 4:30 to 6:00 on the switchboard. We do have the problem of finding most offices closed at 4:30, however, we are able to give the calling party the direct dialing number. We do not have overtime. (Communications)

Since no one in my section is on the 4/40 we are only effected indirectly by the other areas that we have to be in contact with in order to handle all of the inquiries that we receive daily. The extra hour that the other offices are opened in the evening has been very beneficial, but since the bigger part of our duties must be carried out over the telephone, we find it quite disturbing when we are not able to reach certain areas

because of lack of personnel due to the 4/40. I feel that Monday is an especially bad day for anyone in Admissions & Records to be off because that is probably the busiest day of the week (i.e. beginning of registration, receipt of grades, study lists, etc.) That is all I can say concerning the 4/40. (Information Area - Admissions & Records)

There was no increase or decrease in the level of service hours brought on by the variable work week schedule. This is because the Audiovisual Service Center for the past 20 years has been opening approximately $\frac{1}{2}$ hour before 8 a.m. classes and closes $\frac{1}{2}$ hour after the ending of classes at 10 p.m. (Audio Visual Technical Service)

As mentioned previously, more persons are being seen in the office due to the longer hours. This fact has had some positive public relations benefits. It is hoped that we will have more definite data on the level of service at our next report. (School of Fine & Applied Arts)

The hours are extended to students and faculty. (See #2) (Music)

One member of the secretarial staff of the Biology Department is currently on the 4/40 work week. This has extended the number of hours that our department office is open. The 7:00-8:00 a.m. time period is particularly desirable for assisting students and faculty with 8 a.m. classes and the 4:30 - 5:30 time period is of assistance to extended day students who could not previously be serviced by the Biology office. (Biology)

Under the 5 day work week the department office was open 7:30 a.m. to 4:30 p.m. with the staff members on staggered shifts. Under the 4/40 plan, the office is open 7:00 a.m. to 5:30 p.m. without staggered shifts. Therefore, service is provided for $1\frac{1}{2}$ additional hours every work day. (Art)

Last minute typing requests from faculty for quizzes, course outlines, bibliographies, etc. may be complied with because of the additional hour at the end of the day on which the request is received and the early hour on the following day, making it possible to meet "last minute" requests even for 8:10 a.m. classes. Under the 5 day week, such requests were largely impossible to fulfill. (Art)

During pressure periods such as the first week of school, many more students can be helped because of the longer day and with far less confusion. The issuance of lockers and building permits to students is handled during the early morning hours leaving the staff member with far more time for advisement undisturbed by constant interruptions for requests for permits and lockers. (Art)

The Tool Crib and Art Pantry can provide service to students before and after class hours, formerly impossible under the 5 day plan. The efficiency of the facility has improved greatly because of the practical elimination of "jam periods." (Art)

5. COST

Probably some overtime has been saved due to less absenteeism. We still use some overtime at peak periods. Overtime utilization is more of a problem under the 4/40 plan since employees usually must come in on their day off to work overtime. (Admissions)

A. Overtime? Very little used up to this point. Pressure period is not in effect yet.

B. Machine use? None

C. Output? ? ?

D. Budget recommendations? Number of staff remains the same. Student assistant personnel varies as work load varies. This certainly is not caused by 4/40. (Document Control)

We have noted that overtime has decreased by 69%. Meal tickets, which were paid to employees working over 10 hours per day have been non-existent since the beginning of the 4/40 work week. In reality the hours have changed very little with the exception of the three day weekend that they receive after four days work. (Cashier's Office)

There has been no apparent savings or additional costs derived from my experience with the 4/40 program other than an apparent reduction in absenteeism. (Audio Visual - Graphics)

No increase or decrease was noted. (Audio Visual - Technical Services)

No noticeable savings. (Audio Visual - Photography)

This area has not been closely evaluated to date. We have not needed to use staff overtime since we started the 4/40 work week. There have been some minor start-up and shut-down problems. (School Fine & Applied Arts)

6. ABSENTEEISM

As already stated, the plan has seemed to help this problem. (Admissions)

There was less absenteeism and no change in tardiness. There was no section turnover or request for transfer due to the 4/40. (Credential Section)

A. Before & After: Less absenteeism for those on 4/40 as errands are scheduled on days off.

B. Short term (dentist, doctor, etc.)? Majority now schedule dental appointments, doctor appointments, and errands on days off.

C. Vacations? Normal.

D. Recruitment? - - -

E. Resignations? None

F. Tardiness: Only occasionally. No more for 4/40 than those on 5/40. (Document Control)

We have seen no significant change in sick leave or vacation time taken off. (Cashier's Office)

In comparing the 4/40 1973 five month period with the same months of 1972, the following was observed. In 1972 the graphic artist had accumulated 45 hours sick leave, 18 hours vacation leave and 2 hours absence without leave. Under the 4/40 program in 1973 the same employee had 21 hours sick leave, no vacation and no absence without leave. (Audio Visual - Graphics)

Before the employee went on the 4/40 pilot program in graphics there was a higher incidence of tardiness, particularly on Monday mornings. When the employee went on the 4/40 week and worked Tuesday through Friday, the "slow start" Monday was eliminated and tardiness was reduced. (Audio Visual - Graphics)

Sick leave hours of absence increased with one individual and decreased with the other. The amount of sick leave hours of absence were compared with the same period of time from their previous years record. As far as vacation is concerned one individual had no change in pattern from his previous years record. He still required 1 and 2 hour absences on work days even though he had the extra day off. The other individual required a 10 hour vacation day off during the period of the experiment. The previous year he had no vacation absence during the same period of time. Conclusion - no significant change in absence pattern. (Audio Visual - Technical Services)

	<u>5/40 week</u>	<u>4/40 week</u>
Short term	16 hrs	110 hrs
Vacation	40 hrs	2 hrs
AWOL	5 hrs	0 hrs

We have noted a decided improvement in absenteeism. This has been true for short period absenteeism (a few hours) particularly. The regular schedule employees continue to ask for short periods of time off. We have had no resignations or requests for transfer because of the 4/40. Where we have a two-staff office, we have had to revert to a regular work schedule during vacation times. The 4/40 just won't work in such situations. (School of Fine & Applied Arts)

There has been no significant difference in tardiness, absenteeism or turnover related to the 4/40 plan. (Music)

Absenteeism for dentist, doctor appointments, etc. will be reduced since the 4/40 employee can schedule these appointments on her day off. (Biology)

(See #3 above on absenteeism). We have had no turnover in staff since the implementation of the plan. (Department of School Administration & Supervision)

Absenteeism has been markedly reduced because staff members can count on having one day a week to conduct personal business, impossible on weekends. From the standpoint of office management, the constancy of attendance on the job is of immeasurable value. (Art)

7. SUPERVISION

No problem when qualified senior clerks are entrusted with this responsibility. This has even given the Senior Clerk a feeling of worth and responsibility. Work days of new employees must be scheduled to correspond with those of the leaving employee. (Admissions)

As previously stated, the only problem, with limited personnel, was scheduling to assure adequate office coverage for the fifty hour week. This could not be done with personnel available. (Credential Section)

Employee supervision has created no problem. Our offices are set up in such a manner as to provide adequate supervisory assistance at all times. In each office there is an adequate number of trained, experienced people who can step in when the supervisor is absent; further, both the Admissions Officer and I work five days a week and are available to handle emergencies. (Evaluation Document Control)

A. Scheduling employees? A voluntary basis was used in selecting days off. Also staff were given a choice of remaining on the 5/40. There were no problems in selecting days off. However, at present the majority has Fridays off due to transportation problems. When we have a full staff as of July 2 our days off will be more balanced.

B. Fridays? Occasionally members of the staff will ask for time off such as leaving early or additional lunch time, which is usually granted if we have proper coverage and staff has vacation or comp time to cover for time used. This trend seems to be more on Friday than on Monday.

C. Employee - Supervisor Relations? Good. Employees accept decision regarding time as this was discussed thoroughly at the time we started 4/40. Supervisor brought the subject up that sometimes requests might have to be denied if coverage was lacking or problems arose.

D. Employee - employee relations? Good. Staff members may occasionally exchange a day off if something special arises. Supervisor is always informed of this type of exchange in advance. It is allowed and no problem arises or exists from the switch.

E. Scheduling office work patterns? This has been arranged as on Mondays and Fridays staff remains in the section except for emergencies.

F. Supervision hours; coverage? Supervisor is on 4/40. Has proper coverage in her absence. Three senior clerks - all trained to handle the majority of supervisor problems. If a major problem arises senior clerks are instructed to contact Admissions Officer or Assistant Admissions Officer one of whom is always on duty.

G. Handling usual problems: misunderstandings. No problem.

H. Attendance reporting. No problem. (Document Control)

Our work schedule is arranged to provide supervision at all times, yet allows Mondays and Fridays off for staff. Four staff members are working the 4/40, with one working the regular (8 to 4:30) five day week.

This has worked to our advantage, as we have excellent coverage during the main office hours on campus. Because of the teamwork by the staff, we have not had any problems which could not be solved. The supervisor and supervising operator work very well together. This has been good for cross training purposes and in being involved and aware of each others' specific job responsibilities. They are flexible enough to come in on their day off, although it has not proved necessary. (Communications)

The 4/40 program in graphics presented no particularly unique supervisory problems. (Audio Visual - Graphics)

No change in punctuality. Not much effect on supervision hours as the Audio Visual Service Center normally operates on an extended hours basis.

There was no significant change in the technical services area by implementing this experiment. Based on the above information, it is impossible to make an affirmative or negative recommendation. (Audio Visual - Technical Services)

Eight hours or 20% of employee's time is not under direct supervision of Audio Visual Coordinator of Photography during the 4/40 work week. Thus 20% of his time is unavailable for complete staff team work and for verbal communication regarding projects. (Audio Visual - Photography)

This phase of the 4/40 work week has not created any problems for us. Employees have been very cooperative in adjusting schedules. It is possible to maintain supervision coverage at most all times of the work week. (School of Fine & Applied Arts)

It does not seem feasible for the office to continue the 4/40 work week past the summer quarter. All the advantages of the system seem to be outweighed by one factor -- size of our office force. It is not possible for us to conveniently or adequately cover telephone and traffic during breaks and lunch periods on days when the 4/40 employees are off. A minimum of three employees in a single area would be necessary for us to make the system work. (School of Fine & Applied Arts)

The scheduling of office work patterns has produced some minor problems but nothing of any real consequence and the benefits of the 4/40 plan more than compensate for this. (Music)

Supervision has presented no problem whatsoever, even in the Slide Library of the department. The slide librarian takes Friday, the most inactive day in that area, as his day off. On that day the reduced demand for slide borrowing and routine labeling, mounting, refilling is very adequately covered by a competent graduate assistant. (Art)

Being new on the job I have had little opportunity to carry on direct, formal supervision. However, the close relationship that exists between my office and the two secretaries on the 4/40 plan are such that informal supervision is a constant, on-going process. Since assuming this position, I have had no cause to constructively or negatively suggest any changes or corrections in office procedure due to supervisory observations. (Department of School Administration & Supervision)

8. RECOMMENDATIONS

It is recommended that the voluntary 4/40 plan be continued thru the fall quarter. The size of the office does play an important part. Small office staff have found it difficult to maintain the plan. One small office has gone off the plan but will return with an increase in staff. The plan should not be mandatory and the prerogative to continue should be left with the employees. (Admissions)

When an additional evaluator is assigned to the section, and due to the recently announced decision of an experienced evaluator that she prefers the five day schedule, I propose to return to a partial 4/40. Initially only the supervisor and one evaluator will be on the 4/40, with one experienced evaluator, the new evaluator and the clerk on the 5/40. At the appropriate level of training, the new evaluator will be given the opportunity to change to the 4/40. (Credential Section)

I think the 4/40 should be retained permanently on a voluntary basis. In conclusion, I feel that the 4/40 experiment has been successful in our office and I would argue for its continuation on a voluntary basis with the understanding that an employee may change his status if he so desires. (Evaluation Document Control).

A. Conditions: Mondays and Fridays have been selected as days off. Staff on 4/40 is divided as equally as possible. Conditions in this section should remain as is.

B. Voluntary vs. required. Staff should continue to have a choice as long as coverage problems and work load problems remain at a minimum.

C. Term vs. indefinite period. After summer vacations are over the coverage - work load problem can be judged more thoroughly - I would be inclined to recommend an indefinite period rather than term if willingness, morale, coverage, etc. remains as it now is in this section.

D. Proportion of work force on 4/40 - minimum/maximum. Seven members of staff on 4/40 - 5 members of staff on 5/40.

E. Group proposal vs. individual employee approval: No problems as long as there is a choice.

F. Centralized approach vs. area supervisor prerogative: As long as no major problems arise from the 4/40 within the entire office (all sections) area supervisors should be allowed to decide for their particular area to remain on the 4/40 or revert back to the 5/40 with the Dean's approval overall.

G. Size, type of office: Nineteen people. Twelve staff members and seven student assistants. At present student assistants work a certain number of hours each day, five days a week. This office is a section of the Admissions Office - clerical and contact, both telephone and walk in. (Document Control)

Because of improved service, substantial cost savings to the University and the overwhelming acceptance of the 4/40 program, we would recommend that it be continued in the University Cashier's Office. It should be noted, however, that the entire staff volunteered to try the 4/40 and this total commitment might have been responsible to its success. We trust that this will give you some insight into our part of the experiment. (Cashier's Office)

Our office is staffed by five people; a supervisor, two telephone operators (one supervising operator), and two clerical. Four are currently working the 4/40, with two off Monday and two off Friday. Interviewing is now in progress for a clerical position which was previously filled by a staff member on a five day week. We are offering the option of four or five day week so recruitment (in this respect) should not be a problem, although working with all five on a four day week basis may create some. With a good flexible responsible staff you can work with, through and around any problem. We have been fortunate and I think that the staff works better and is happy with the schedule, because the 4/40 is a program which was voluntary and so easily adapted as a way of fulfilling job and home responsibilities. We would like to continue the 4/40 work week, since the program has worked so well for us. Our work force is small, yet provides a vital service to the campus. (Communications)

My recommendation is that the 4/40 work week be made available on an optional basis. Unless originally hired to work a 4/40 week an employee could not be required to do so and, likewise, an employee would not be allowed to work a 4/40 week without the approval of his supervisor. It's my feeling that the 4/40 work week will be successful in some areas and not so in other areas. To eliminate it entirely would be unfair to the employee and the State. I think the 4/40 week should be retained and concentration placed on the optimum conditions for its implementation. (Audio Visual - Graphics)

My experience with the 4/40 work week has shown no significant improvement in production or cost savings. Unless the entire University adopted this plan I would not recommend it, and then only with reluctance. (Audio Visual - Photography)

I would strongly recommend that we continue the 4/40 plan strictly on a voluntary basis for all areas that can be covered without complete shut down at any time during the week. (Music)

We would recommend that this 4/40 work week be continued indefinitely on a voluntary basis as we feel that it does benefit the campus community being of service to students an additional 8 hours per week.
(Biology)

It is my opinion and both secretaries on the plan concur, that in this department the 4/40 plan has been an extremely effective procedure for maximizing staff utilization and for staffing an office that requires extremely long hours to properly serve the students.
(Department of School Administration & Supervision)

APPENDIX I

Task Force Members

Stanley L. Bowers	Student Affairs
Charles E. Brinkley	Faculty Affairs Committee (Fall Qtr 1973)
Eloise Burke	Staff Council
Earl Denny	Faculty Affairs Committee
Leroy Lightfoot	Graduate student member, Academic Senate
Louise Mitchell	Personnel
Donald A. Moore	Fiscal Affairs Committee
Mike Mullins	Staff Council
Steven Penn	Graduate student member, Academic Senate (Summer Qtr 1972)
Carleton B. Shay	Chairman
Allen Shores	Personnel (Summer, Fall Qtrs 1972)
Nancy Stiefeling	Foundations